



Annual Report
of the
CITY OF CAMBRIDGE
January 1, 1945



IN THE FOREFRONT
OF



INDUSTRY

EDUCATION



SCIENCE



Under this tree Washington first
took command of the American
Army, July 3, 1775



ANNUAL REPORT

OF THE

City of Cambridge

MASSACHUSETTS

FOUNDED 1630 • INCORPORATED 1846

To January 1st 1945



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CITY OF CAMBRIDGE
MASSACHUSETTS
EXECUTIVE DEPARTMENT

JOHN B. ATKINSON
CITY MANAGER

To the Honorable, the City Council
Cambridge, Mass.

Gentlemen:

In submitting the third Annual Report since the inauguration of the Councillor-Manager form of government in Cambridge I am pleased to report to you that the City is now in a sound financial condition. We have finished the third year with no new funded debt, and during that time we have reduced our gross debt from \$11,599,500. (including \$1,900,000. temporary loans) to \$5,152,500., a total debt reduction of \$6,447,000. in three years.

In these same years we have reduced our tax rate from \$46.30 to \$37.90, and since the tax rate for 1945 has already been established at \$35.90 this will make a total reduction of \$10.40 per \$1,000. valuation for the first four years of Councillor-Manager Government.

Our Budget is \$1,500,000. less than the 1941 Budget, and this despite the fact that pay increases to employees now total well over \$500,000.

Our percentage of uncollected taxes stands at approximately 4% as against 19% three years ago, and we had in the Treasury as of December 31, 1944 as Surplus Cash the sum of \$837,404.12.

We are entering into the fourth year of war and we can honestly feel the end is in sight. Every evidence is that Cambridge will enjoy a post-war prosperity, but we must expect a lapse and possible unemployment for a short time. There has been excellent cooperation during the war between Labor and Industry, and there is every reason to believe this will be continued in the post-war period. Our thoughts go definitely to our returning Veterans and the need to provide them with peace time work which will be both permanent and well paid. In this the City must be and is prepared to play its part.

Cambridge has done its part to win the war and is well prepared to do its part in maintaining the peace.

Very truly yours,

John B. Atkinson
John B. Atkinson
City Manager



Traffic Plans receive careful attention from the City Council

CITY COUNCIL

HON. JOHN H. CORCORAN, Mayor

Dr. James J. Cassidy	Russell Gerould	John D. Lynch
Marcus Morton, Jr.	Michael J. Neville	Hyman Pill
Francis L. Sennott,	Michael A. Sullivan	

	No. of Employees	Budget 1944
Mayor's Department	3	\$10,199.33
City Council	9	\$37,000.00
City Messenger	1	\$ 3,643.50
Clerk of Committees	2	\$ 7,239.87

Mayor
Corcoran
Reelected

The present City Council, which is the second City Council under the Council-Manager Charter (Plan E), was elected in November 1943 and sworn into office on January 3, 1944. At its first meeting Hon. John H. Corcoran was elected Mayor for the second term, and the legislative work of the Council began at that meeting.

Under the City Charter each citizen is entitled to be heard at any meeting of the City Council on any measure before it. Every effort is made to give the citizens of Cambridge such an opportunity. When an ordinance is introduced, hearings are held on the same before the Com-

mittee on Ordinances and information regarding this is published in the newspapers in sufficient time to give all an opportunity to present their views on any ordinance. The Council is sincerely anxious that the people of Cambridge make known their needs to the City Council and thus participate actively in the government of the City. In this way the true democratic process can be effected.

During the year 31 ordinances were passed, covering a wide field of legislative work. Some of the more important of these ordinances included the granting of authority for the removal of vehicles which interfere with snow removal; \$100.00 bonus for all City Employees; establishment of the Veterans' Service Department; prohibition of transporting dirt or other substances through the streets of the city without a suitable cover on the vehicle; increasing of wages of Fire and Police Departments and Heads of Departments.

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Ordinances
Enacted

One of the most important functions of the Committee of Finance is the study of the annual budget appropriations as recommended by the City Manager. This Committee, which includes every member of the City Council, confers with each department head relative to the requests of their respective departments. After the study is complete, the Finance Committee makes its budget recommendation to the City Council which is the appropriating body.

In addition to the regular meetings of the City Council its members participated in 128 meetings as members of various committees. Of these, 35 meetings were held by the Committee on Finance and 13 by the Committee on Ordinances.

128
Committee
Meetings

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City Council
Held 128 Committee
Meetings in 1944



CITY CLERK

FREDERICK H. BURKE
City Clerk

Employees — 8	—— 1944 ——	Budget — \$20,792.84
Employees — 8	—— 1941 ——	Budget — \$20,189.00
Receipts 1944 — \$6456.54		

Records
Of Over
300 Years

The City Clerk's office, which for over three hundred years has been the recording office of vital statistics of the City, indicates a slight decline in 1944 in births, deaths and marriages for the first time since the war began.

The City Clerk's duties are varied and sundry and practically all of the work of the office is prescribed by statute or by ordinance. He attends all meetings of the City Council and keeps the records of all meetings. In addition this department is the recording office for vital statistics.

The vital statistic records are also transmitted for recording to the office of the Registrar of Vital Statistics of the Commonwealth of Massachusetts and in this way the records are always safeguarded by the duplicate recording and certified copies may be obtained from either office.

The 1944 vital statistics follow:—

	1944	1943
Cambridge Births Recorded	3627	3838
Cambridge Residents born elsewhere, recorded	749	657
	<hr/> 4376	<hr/> 4495
Intentions of Marriages Filed	1565	1685
Marriages Recorded	1684	1785
Deaths Recorded	1766	1995
Affidavits of Correction of Birth Records . .	325	488
Delayed Return of Births Recorded . . .	110	194

Births	Marriages	Deaths
1935 — 2787	1935 — 1399	1935 — 1743
1936 — 2721	1936 — 1482	1936 — 1766
1937 — 2767	1937 — 1507	1937 — 1761
1938 — 2829	1938 — 1455	1938 — 1686
1939 — 2816	1939 — 1580	1939 — 1691
1940 — 3150	1940 — 1891	1940 — 1803
1941 — 3505	1941 — 2073	1941 — 1752
1942 — 4376	1942 — 2207	1942 — 1771
1943 — 4720	1943 — 1795	1943 — 2005
1944 — 4376	1944 — 1684	1944 — 1766

LAW

JOHN A. DALY, City Solicitor

Employees — 5*	—— 1944 ——	Budget — \$15,189.50
Employees — 4	—— 1941 ——	Budget — \$15,704.80

* Includes 1 in Military Service and 1 Military Substitute.

The Law Department continued to be very active in the prosecution of claims on behalf of the City, including a number of hospital bills. Considerable success resulted. In many cases abatement was recommended where it appeared that the bills were uncollectible so that such bills would no longer appear as current assets. Mr. Goldberg has had particular charge of this class of work.

The Department has continued to defend appeals on tax abatement cases before the Appellate Tax Board. The City Council made a generous appropriation for the purpose of employing expert witnesses and the City has had substantial success in the defense of these appeals. The City Solicitor considers the maintenance of the tax structure of the City as the most important class of work in the Law Department, and close cooperation has been exercised between the Law Department and the Assessors in contesting these claims.

The complicated "Water Standby Case" ended in 1944 with a decision by the Supreme Court in favor of the City. The result has been the elimination of the very controversial Standby Charge in favor of the Metropolitan Water System.

So far as possible, the Law Department has continued to seek prompt trial in accident cases. Only 28 new cases of this type were brought in 1944, a smaller number than for many years. Less than \$14,000 was paid in settlements, also the lowest for a number of years.

During 1944, the members of the department helped the City Manager in preparing for filing in the 1945 Legislature several bills of advantage to the city. Included in these was a bill to transfer to the Commonwealth of Massachusetts the operation of those bridges over the Charles River now maintained equally by Boston and Cambridge. Another bill was to establish new fees for the Sealer of Weights and Measures to bring these fees in line with the charges made by the City of Boston. Both bills were acted favorably on by the Legislature and the city will hereafter derive benefit from them.



One of the three Cambridge 100 foot ladders

FIRE

HERMAN E. GUTHEIM
Chief

Permanent Employees — 239*	— 1944 —	Budget — \$550,486.33
Permanent Employees — 222	— 1941 —	Budget — \$543,476.00

* Includes 25 in Military Service and 7 Military Substitutes.

Number of
of
Alarms
Decrease

There were 2142 alarms during the year 1944, a decrease of 65 over 1943. Of these 240 were for false alarms, compared with 331 for the preceding year. The department responded to 128 calls outside of the city, in accordance with the mutual protection agreement between Cambridge and all adjoining communities.

There were 148 fires on which there were losses paid by insurance companies, the two largest being the Bay State Smelting Co. \$69,193.00 and the Mayflower Doughnut Co. \$73,709.00.

There were no fatalities during the year 1944, compared with 6 in 1943.

New
Equipment
Ordered

One new 100 ft. extension ladder was ordered at a cost of \$19,304.53, but delivery will not take place until 1945. However, two new 750 gallon pumpers, purchased in 1943, were delivered during 1944. It is hoped that two additional pumpers can be purchased during 1945.

The various Fire Houses are quickly being put in con-

A demonstration of equipment by the Rescue Crew. This truck has made over 12,000 runs in the past 10 years.



dition with the assistance of the Maintenance Crew and by the members of the Fire Department. The sum of \$44,000 was appropriated by the City Council for the complete rebuilding of the Taylor Square Station. When finished this Station will be completely modernized.

Drills were held weekly during the year, the total numbering 875, by the different companies in addition to those held by the Drill Master.

Fire prevention is still regarded as one of the most important duties of the department, and as a result 14,248 inspections of all classes of buildings were made by members of the department during the year.

The department should be provided with a new drill tower as soon as authorization can be obtained from the War Production Board, as the present one is old and badly in need of repairs.

A New
Drill Tower,
Needed

The following table shows the record of the past seven years:

Fire Loss
Record
1938-1944

	No. of Alarms	Fire Losses	Per Capita Loss*
1944	2124	\$379,196.00	\$3.38
1943	2189	310,769.96	2.59
1942	1817	229,800.00	2.07
1941	2168	222,073.86	2.00
1940	1768	230,857.67	2.09
1939	1875	222,742.84	2.00
1938	1724	356,798.08	3.21

* Based on 1940 population.

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One of the night hazards

The Air Service Life Raft finds a new use in the Fire Department



A word of warning
frequently prevents
serious accidents

POLICE

TIMOTHY F. LEAHY, Chief
Employees Budget
224* — 1944 — \$511,522.15
233 — 1941 — \$539,778.00
Receipts 1944 — \$5,808.86
* Includes 28 in Military
Service.



Crime Record Improves

The crime record for Cambridge continues to improve, as total arrests declined to 4703 from 4941 in 1943 and 5765 in 1942. On the other hand juvenile arrests increased to 166 from 150 in 1943 and 134 in 1942.

The present school attendance in this city is about 17,200. The number within the juvenile age (7-17) is about 14,700. Using these figures, which are furnished by the School Department, it is estimated the juvenile delinquency rate is 1 1/10 per cent.

New Equipment

In 1943 the department was completely re-equipped with new police cars and in 1944 all old motorcycles were disposed of and replaced with new motorcycles, completing the modernization of all mechanized units of the department, with the exception of the patrol wagons, which will be replaced in 1945.

Ten (10) Reserve Policemen were appointed in 1944, 9 of whom were actually in the U. S. Armed Forces at the time of their appointment. Five (5) members of the department were pensioned during the year and two (2) members died. One member returned from Military Service.

Police Academy

For ten weeks the Police Academy was in session conducting a Refresher Course for all members of the department. It is planned in 1945 to operate a school in cooperation with the F.B.I. in which all officers will be given further opportunity to increase their police education. There has been a marked improvement in our fatal accident records. This has been affected by constant vigilance for violators of the motor vehicle laws.

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Cambridge Police participate in Memorial Day exercises



POLICE DEPARTMENT

Comparison of Local and National Rates of Actual Offenses Per 100,000 Population, 1941—1944

	*Cambridge				**National Average			
	1944	1943	1942	1941	1944	1943	1942	1941
Murder	2.7	.9	.9	3.6	6.34	6.03	7.80	7.19
Manslaughter	0.0	0.0	.9	0.0	5.26	4.86	4.88	5.80
Rape	1.0	7.2	2.7	18.1	11.88	11.08	9.07	7.80
Robbery	1.8	25.4	25.4	21.8	48.0	50.7	49.0	48.6
Aggravated Assault	12.7	17.2	10.0	11.8	66.3	57.3	56.0	59.0
Burglary-Break or Enter	188.1	330.9	235.4	279.0	389.1	397.2	375.3	402.4
Larceny-Theft	321.8	480.9	523.6	542.7	951.5	1014.9	1061.8	1064.0
Auto Theft	179.1	189.6	207.2	305.4	270.0	265.7	213.6	222.4

Comparison of Local and National Percentage of Actual Offenses Cleared by Arrest 1941—1944

	*Cambridge				**National Average			
	1944	1943	1942	1941	1944	1943	1942	1941
Murder	100.0	100.0	100.0	100.0	92.2	88.2	92.3	94.4
Manslaughter	0.0	0.0	100.0	0.0	77.3	87.1	84.9	86.5
Rape	100.0	100.0	100.0	100.0	69.8	70.8	72.5	74.6
Robbery	55.0	42.8	92.8	66.7	34.7	36.9	44.3	37.6
Aggravated Assault	93.3	94.7	90.9	92.6	72.9	68.8	80.7	73.0
Burglary-Break or Enter	61.3	52.2	75.4	81.4	25.6	30.0	30.6	31.4
Larceny-Theft	65.2	61.0	55.0	63.4	22.6	23.0	25.0	23.5
Auto Theft	47.2	32.2	45.6	36.3	22.4	25.7	25.3	26.2

Juvenile Arrests Compared With Total Arrests (Number of Persons Charged by the Police — Except Traffic)

Year	Total Juvenile		% Of		Boys Girls		Reported		Juvenile Cases—		Actual
	Arrests	Arrests	Total	Juvenile	Arrested	Arrested	Reported	Reported	Potential	Potential	
1944	4703	166	4.3	1.1	139	27	1105	939	6.3%	1.1%	
1943	4941	150	3.04	.88	129	21	1205	1055	6.2%	.88%	
1942	5765	134	2.32	.79	119	15	1275	1141	6.7%	.78%	
1941	7537	148	1.96	.87	134	14	997	849	4.9%	.87%	
1940	7530	135	1.79	.80	125	10	1175	1040	6.1%	.79%	

**For cities between 100,000 and 250,000 population, as published in "Uniform Crime Reports," issued by the Federal Bureau of Investigation, U. S. Department of Justice, Washington, D. C. (Available at the U. S. Government Printing Office, Washington, D. C.)

*The local rate of Actual Offenses and Local Percentage of Actual Offenses cleared by Arrest were computed and compiled from the Annual Reports of the Cambridge Police Department.

The Auxiliary Police Are A Well Trained Unit



ELECTRICAL

DAVID J. O'CONNOR, City Electrician

Employees — 25*	—— 1944 ——	Budget — \$50,879.44
Employees — 26	—— 1941 ——	Budget — \$62,662.00

* Includes 3 in Military Service.

With the transfer of the Inspection of Wires Division to the Building Department in 1944 this department was left with the duties of maintaining and operating the fire signal system and all traffic lights. There was also assigned to it the repair and maintenance of all electrical equipment in the City, including the Police and Fire radio signal system.

During the year a survey was made by the City Electrician with regard to reinstalling the gas lights and preparing for new and better street lights in the postwar period.

A total of 37,983 messages were transmitted over the two way radio.

In June a credit was received from the Cambridge Electric Light Company amounting to \$11,418.91, and on July 1st a new contract was signed, which resulted in an additional saving of \$11,000.00 in street lighting. The total cost in 1944 for street lighting was \$129,603.20.



LICENSES

JOHN E. QUINN, Chairman

TIMOTHY F. LEAHY

HERMAN E. GUTHEIM

Employees — 4*	—— 1944 ——	Budget — \$5,896.24
Employees — 3	—— 1941 ——	Budget — \$5,472.00

Receipts 1944 — \$146,522.75

* Includes 1 in Military Service and 1 Military Substitute.

During the year a total income of \$146,522.75 was received as a result of licenses issued by the License Board.

The License Board issues a number of different types of licenses, the greatest income, of course, coming from the issuance of various types of alcoholic licenses.

Additional income can be anticipated in 1945 from the fact that ordinances passed by the City Council include the licensing of juke boxes and fixing the rates for gasoline storage, and also increasing the fees of a number of minor types of licenses. This is a correction which has long been needed.

New
Fees
Added

SEALER OF WEIGHTS

JOSEPH M. O'NEIL, Sealer

Employees — 4*

— 1944 —

Budget — \$ 9,321.25

Employees — 4

— 1941 —

Budget — \$10,495.50

Receipts 1944 — \$1,929.29

* Includes 1 in Military Service.

With the increased cost of food and fuel and the difficulty in obtaining these, the duties of the Sealer of Weights and Measures have become more important during the war, in order that the citizens of the City may obtain full measure and proper weights in their purchases of the necessities of life. It is also important to the average vendor of these necessities that his scales be properly balanced, as he can as easily lose by this as gain by short weights.

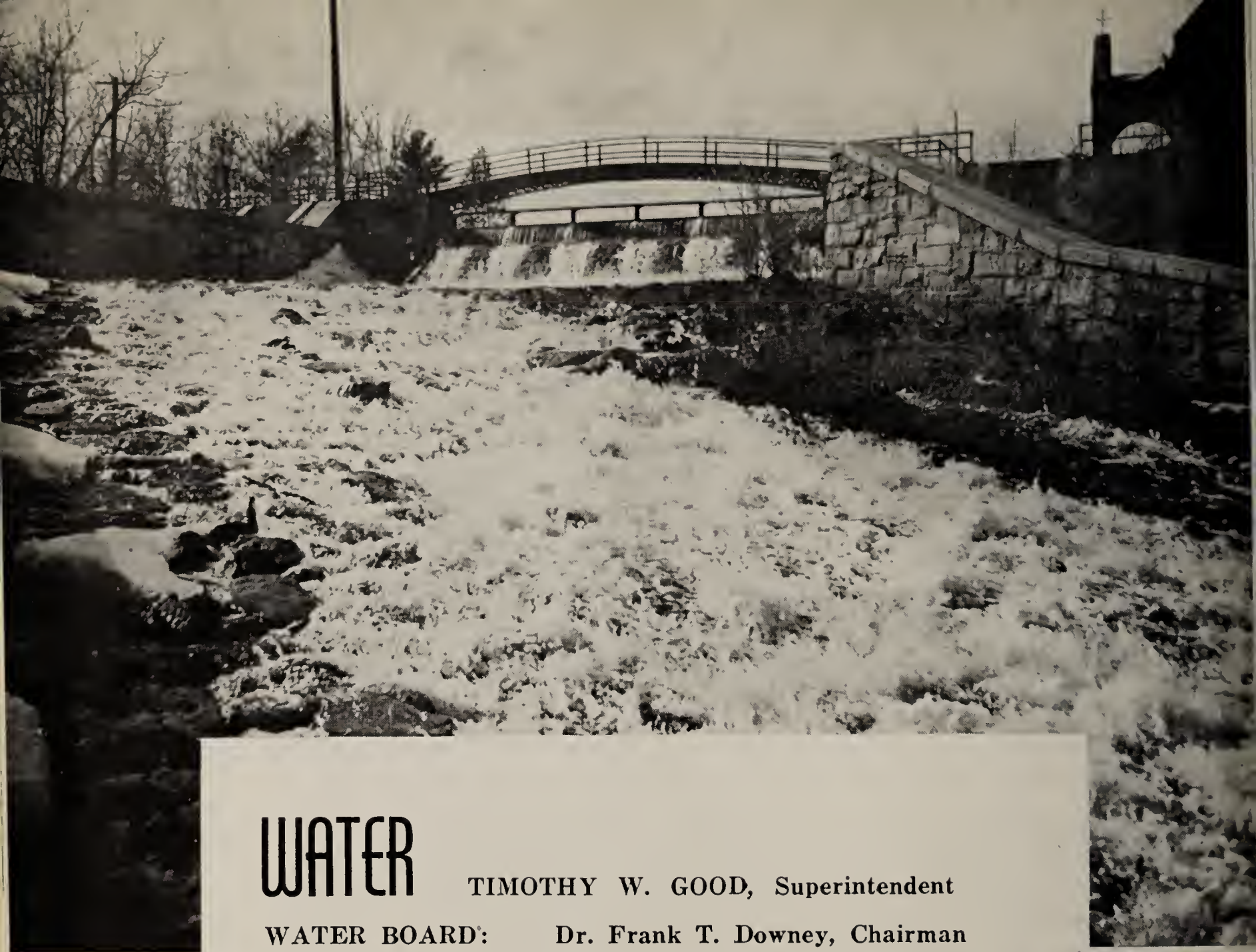
Guardian
of the
Necessities
Of Life

During the year 3462 reweighings of food in package form were made and 3282 were found to be correct, 114 under weight, and 66 overweight. There were 1985 scales and 2007 weights sealed during 1944. In addition, various liquid measures were sealed, totaling approximately 1,000, and 494 various types of platform scales were sealed. Also several thousand spring scales and computing scales were sealed, making a total of 7690 tests made during the year by this department.

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The Sealer
protects
Retailer and
Customer
alike





WATER

TIMOTHY W. GOOD, Superintendent

WATER BOARD: Dr. Frank T. Downey, Chairman
John J. Doyle, Frank P. Scully, Howard M. Turner
William J. Walsh

Employees — 121*	— 1944 —	Budget — \$456,008.38
Employees — 123	— 1941 —	Budget — \$444,620.43

Receipts 1944 — \$658,358.83

* Includes 5 in Military Service and 3 on Leave of Absence.

Water
Supply
Increased

Cambridge's vast war industry, working three shifts a day, again made tremendous demands upon the services of our Water Department. Thanks to the substantial rainfall, which increased over nine inches above the drought year of 1943, and also to the fact that the geological study of Fresh Pond increased our daily supply by approximately 5 million gallons, Cambridge was able to meet all these demands. For the first time in its history the average daily consumption of water topped 15 million gallons per day.

Although Cambridge supplies water to its users at the very low figure of ten cents per 100 cubic feet, (which is approximately 1,000 gallons), which is much less than any

nearby city, this department showed a net gain in surplus for the year of \$183,538.15, bringing the total water surplus up to \$437,924.87. This is almost sufficient to pay off all the bonded debt of the department if these bonds were callable. This will be a very welcome reserve to be used during the postwar period, when substantial improvements to the Pumping Station are planned and new water mains, which will cost approximately \$250,000.00, are being considered.

Surplus
Increased
Substantially

TEN YEAR STUDY OF WATER DEPARTMENT OPERATION

	Total Gallons Pumped	Average Daily Consumption	Average Daily Pumping per Capita	Total Gallons Overflow	No. of Days Over flow	Total Inches Rain- fall
1944	5,569,027,300	15,215,921	137.22	205,610,000	33	47.39
1943	5,421,093,590	14,852,311	133.95	950,701,000	135	38.23
1942	4,903,756,060	13,434,948	121.16	917,244,000	49	51.24
1941	5,017,291,460	13,746,004	123.97	262,277,000	49	32.27
1940	4,491,500,500	12,271,859	110.6	1,399,986,000	84	42.97
1939	4,443,447,390	12,173,828	103.1	1,937,471,000	102	39.58
1938	4,263,328,800	11,680,352	98.9	4,270,183,000	270	58.50
1937	4,380,818,000	12,002,241	101.6	1,784,278,000	204	44.79
1936	4,567,171,400	12,478,710	99.8	2,284,948,000	100	46.74
1935	4,404,093,100	12,066,008	96.5	3,054,610,000	142	35.93

	Expenses	Income	Income Surplus
1944	\$447,728.90	\$658,358.83	\$183,538.15
1943	497,863.01	599,092.06	101,229.05
1942	531,235.85	562,170.62	30,934.77
1941	446,684.94	554,658.32	107,973.38
1940	444,177.96	519,204.39	75,026.43
1939	465,538.72	491,201.62	25,662.90
1938	439,249.29	483,799.94	44,550.65
1937	438,340.04	501,095.59	62,755.55
1936	503,943.48	473,151.81	See below*
1935	437,772.58	465,220.52	27,447.94

* Expenses exceed income \$30,791.67.

STREET DEPARTMENT

WILLIAM R. McMENIMEN
Superintendent

Employees	Budget
351* — 1944 —	\$679,231.94
439 — 1941 —	\$701,999.00
Receipts — 1944 —	\$32,414.23

* Includes 11 in Military Service
11 on Leave of Absence — 18
Temporary.

Part of the Great White Fleet

The "KEEP CAMBRIDGE CLEAN" slogan introduced in 1942 and now so well known to the citizens throughout the City was not only the slogan, but the actual policy of the Street Department in 1944.

The hundreds of rubbish barrels distributed through the City, and the white enameled garbage and refuse fleet with "Keep Cambridge Clean" painted in large letters have done much to impress the citizens with the campaign of keeping our City clean. Cambridge can now boast of being a Clean City through the cooperation of its citizens.

The Load Packer bodies first introduced to the City in 1942 have proven satisfactory, the lifting point of barrels being decreased from 60 to 30 inches, and each unit carrying the equivalent of three open truck loads. The City Council was so impressed that funds were made available for 4 more of these bodies and 6 Refuse Getters similar to those used in the Garbage Fleet but one-half again as large. It is the intent to equip the entire rubbish removal fleet with these enclosed bodies.

In order to further the program of "KEEP CAMBRIDGE CLEAN" the City Council passed an ordinance prohibiting the transportation by private parties of loose material which might blow onto the streets unless the truck

Keep
Cambridge
Clean

New
Enclosed
Trucks
Help

Increased
Income

16

Household Rubbish Collection

Sorting Critical Paper



was covered with a canvas. Another ordinance establishing a fee for dumping privileges netted the sum of \$5,254.25, of which \$3,980.25 was received for the use of the dump and \$1275.00 from the Incinerator. The establishment of a fee of 10c per container resulted in an amount of \$2,262.00 received the first six weeks in operation. A substantial income is expected during the next fiscal year.

During the year a modern Salvage Plant was installed at the Incinerator for salvaging paper, cartons and rags. The cost of this was slightly over \$14,000.00. Although not in operation until November, there was a revenue of \$4240.75 from this source, but more important than this valuable paper needed in the war effort was salvaged. If this can be continued it is quite possible that the incinerator can be put on a self-supporting basis.

Waste Paper
Helps the
War Effort

City trucks delivered to the incinerator 8973 tons during the year and delivered to the City Dump approximately 70,000 tons of unburnable material. This was a substantial increase in delivery to the dump which in part was caused by the fact that the incinerator was closed down for several weeks during the installation of the salvage plant. The net operating cost of the incinerator was \$23,513.29 or \$2.52 per ton.

The program of selling garbage on a load basis rather than on a cord foot basis was continued at an income of \$22,897.50 as against \$12,068.80 in 1941.

Believing that old and faulty street pavements contribute much to dirty streets, the City Council appropriated \$84,109.42 for the reconstruction of many streets and a large street construction program was begun. Approximately 11,600 tons of bituminous concrete were used to resurface 105,930 square yards of streets. THE WORK WAS COMPLETELY FINANCED FROM CURRENT APPROPRIATIONS. NO MONEY WAS BORROWED FOR THIS PURPOSE. Furthermore, this work was all done by our own employees and with our own equipment. One pavement spreader was purchased in 1943, and another in 1944. These two vehicles have proven their worth, and with a

Street
Construction
On A Cash
Basis

Bailing Salvaged Paper

Off to the Paper Mills



**New
Low Cost
For Street
Construction**

crew of 12 men, as much as 300 tons have been spread in a single day. The cost is unbelievably low and averages from a low of 29c a square yard on Maple Ave. to 75c a square yard on Broadway and Main Street. **THE AVERAGE COST INCLUDING LABOR AND MATERIALS WILL NOT EXCEED 68c A SQUARE YARD LAID IN PLACE.**

**New
Equipment
at Work**

Kendall Square, one of our principal approaches to Cambridge, was completely resurfaced, as were the two arteries leading from it, Main Street and Broadway. In addition, the work of removing rails on Cambridge Street was completed and all of Harvard Square and Brattle Square was resurfaced.

The program of replacing old motor equipment continued and 8 new trucks were purchased during the year. This department is in need of approximately 30 more new trucks when available, as the average age of trucks, not including the new ones just purchased, is in excess of 8 years.

City trucks participated in various salvage drives during the year. 297,820 lbs. of tin were collected as well as several tons of clothing.

Through the wisdom of the City Council during the past three years, substantial sums were appropriated for the purchase of plows, and the present City Council appropriated sums for two additional snow loaders and a half-shovel, which proved very helpful in handling the worst snowfall that the City had in a number of years. Although 58.7 inches of snow fell in Cambridge during the winter of 1944-45, the total cost of snow removal was \$15,308.88 or \$1.066 per lineal mile, which was the lowest cost of snow removal in Greater Boston. Despite this fact, our streets were cleared of snow more promptly than ever before.

Main Street Before Paving



Main Street After Paving

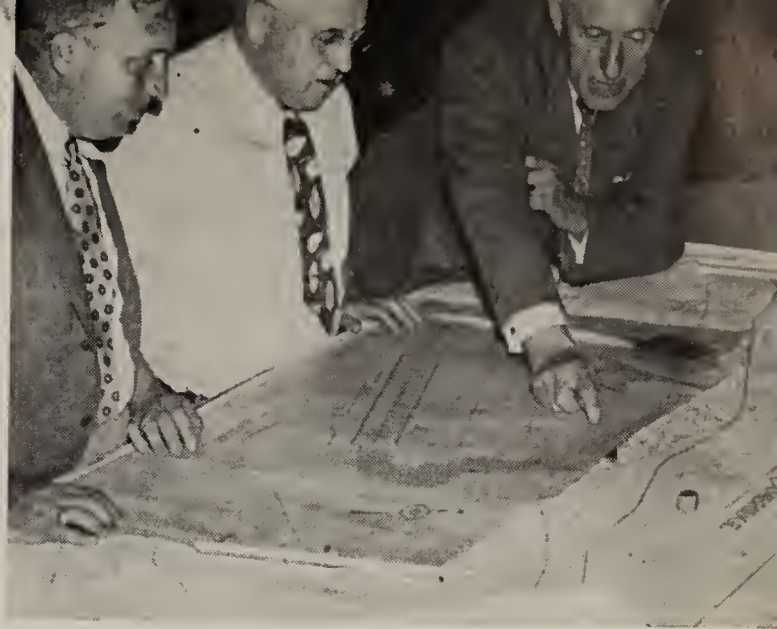


ENGINEERING

G. FRANK HOOKER, City Engineer

Employees		Budget
11*	— 1944 —	\$21,360.34
12	— 1941 —	\$27,043.00

* Includes 4 in Military Service.



The Engineers prepare Post War Plans

The Engineering Department continued its work of being the principal Service Department for all other City Departments. Under its direction a careful survey of all the City bridges was made during the year and at its suggestion the City Council appropriated \$10,000.00 for repairs to the First Street, Third Street and Sixth Street Bridges over Broad Canal, and also \$2500.00 for the repair of the Commercial Avenue Bridge.

This department has also been kept occupied in the preparation of postwar plans for the Planning Board and for the City Manager.

Bridges
Repaired

SEWERS

THOMAS P. O'NEILL, Superintendent

Employees — 49*	— 1944 —	Budget — \$55,453.04	Maintenance
		\$27,482.75	Construction
Employees — 71	— 1941 —	Budget — \$36,582.00	Maintenance
		\$22,187.00	Construction

* Includes 2 in Military Service.

Another year of war, which included the 24 hour operation of most of Cambridge's industrial plants engaged in war work, resulted in additional maintenance work for the Sewer Department.

The value of the new equipment purchased during the past three years proved itself beyond question, because without this equipment it probably would have been impossible to maintain the sewers of the city in their good condition during this past year.

Although only approximately one-tenth of a mile of new sewer was constructed during the year, most of the work of this department was in the cleaning of 2700 catch basins and the general repairs that are necessary in a sewer system which has a total of almost 200 linear miles.

Cambridge, fortunately, does not have to maintain its own sewer disposal plant. It empties its sewers into the main sewers of the Metropolitan District Commission. The charges made for this service last year were \$128,561.34, a reduction of almost \$18,000.00 over the preceding year.

2700
Catch Basins
to be
Cleaned



BOARD OF HEALTH

THOMAS H. HEATON, M.D.,
Chairman

JOHN J. HENDERSON

WILLIAM T. HICKEY

Employees — 55*

— 1944 —

Budget — \$112,998.61

Employees — 64

— 1941 —

Budget — \$120,325.80

* Includes 7 in Military Service.

Care of the
Children
Begins
Early in Life

Notwithstanding wartime congestion and food shortages, Communicable Diseases in 1944 dropped considerably compared with the previous year, and the general death rate was 12.68 compared with 14.45 in 1943. The Infant Mortality rate was the second lowest in our history, and the Maternal Mortality reached an "all time low," with only 1.4 compared with 2.64 in 1943. There were only four cases of Diphtheria, with no deaths, and no true typhoid cases.

Tuberculosis wartime rise can be prevented with energetic and concerted action. The Board of Health plans to x-ray all High School children as part of the Annual Physical Examination required by law and eliminate the tuberculin (skin) test which requires the parents' consent. Cambridge will be one of the first of the large cities to adopt this modern mode of procedure.

The Immunization Clinics held 262 sessions and completed immunization of 1,067 children against Diphtheria. Beginning November 1, 1944 the combined Whooping Cough-Diphtheria vaccine was used, and 396 others were immunized against both diseases. Cambridge is the first of the large cities in the State to start this most modern combined immunization.

The Food Inspectors made about 12,000 inspections of food handling establishments and 27,851 of animal slaughtering. The Sanitary Inspectors made 5,206 premise inspections, of which 51 resulted in Legal Notices.

An examination of 7,363 school children revealed 6,368 fillings needed and 3,472 extractions; 4,973 defective teeth were remedied with 6,667 cases continuing treatment. While 3,551 tonsil cases were found, 923 were remedied, and practically all of the 6,816 vision cases found were corrected by glasses.

Our Public Health Nurses made 5,944 visits to schools, 10,951 home visits, and 183 clinic visits, exclusive of immunization clinics. There were 396 Infant Welfare Clinic sessions, with an attendance of 7,734 infants, plus 518 pre-school age children. These Nurses made 5,734 home visits.

CAMBRIDGE SANATORIUM

DR. HENRY D. CHADWICK, Superintendent

Employees — 58*

— 1944 —

Budget — \$119,216.46

Employees — 51

— 1941 —

Budget — \$103,631.16

Receipts 1944 — \$47,187.43

* Includes 2 in Military Service.

The Cambridge Sanatorium, which has long been pointed out as the model municipal tuberculosis sanatorium, greatly improved its facilities in 1944 when the City Council appropriated funds to equip and maintain its own Surgery Service at the Sanatorium. Although opened only on November 13th, 50 operations had been performed by the end of the year. This means that the patients at the Sanatorium who must be operated on are now spared the arduous trip to and from other hospitals by ambulance, and the supervision of their care continues under the regular Sanatorium doctors during their period of convalescence from operation.

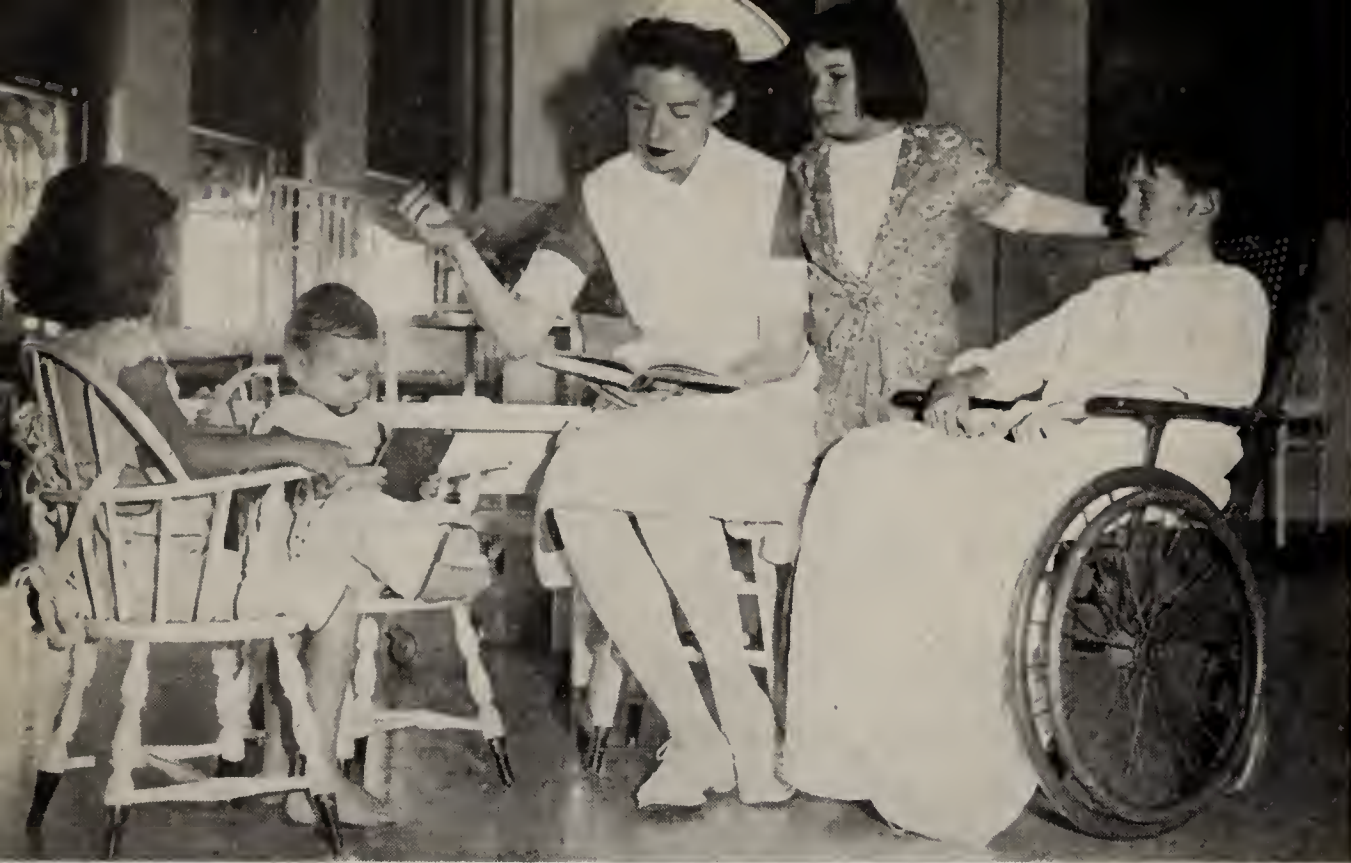
The New
Surgery
A Success

The daily average of the number of patients, totaling 81, showed an increase of 5 over 1943.

The Out-Patient Department was more active than in any previous year, and 1140 individuals made 2130 visits for examination or treatment, this being an increase of 156 persons using the Clinic, and 266 more visits than in any previous year. During the year the Out-Patient Nurse made 1691 visits to homes. In the Out-Patient Department 719 new patients were examined and 1262 X-rays were taken. In the year 1944 29,519 hospital days of patients were provided, and the gross cost per patient per day was \$4.41, and the net cost was \$2.81.

Out Patients
Increase





Care of the
Children
is a prime
necessity



MUNICIPAL HOSPITAL

BOARD OF TRUSTEES

Joseph M. Wadden, M.D., Chrm.
Thomas Ahern Amelia Fisk
George A. Macomber
Francis B. Whouley
Gertrude N. Stapleton, R.N.,
Superintendent

Employees — 290*	—— 1944 ——	Budget — \$496,959.32
Employees — 268	—— 1941 ——	Budget — \$402,250.00
Receipts 1944 — \$258,879.50	Receipts 1941 — \$121,955.87	

* Includes 18 in Military Service.

Although the continued demands of the Armed Forces made it extremely difficult to fully man the Medical, Surgical and Nursing Staffs, the Hospital was called upon to handle more patients than ever before in its history. The capable and skillful assistance given by the various voluntary groups was of the greatest assistance and without this help it might have been necessary to close some of the wards. The Hospital continued to participate in the Cadet Nurses' Training program, and at the end of the year 60 had enrolled in the Cadet Nurses' Corps. All student nurses enrolled during the year were members of the Cadet Corps.

The rehabilitation of the physical aspects of the Hospital this year was continued, and substantial sums were

spent not only for painting and carpentry work, but in addition the entire operating suite, including the doctors' rest rooms, etc., were completely tiled and a new sterilizing room was constructed. New tile floors have been installed wherever necessary in the Main Building and a substantial amount was appropriated for new equipment for the laundry. The Business Office, which has been in the process of being modernized, has had added to it an electric book-keeping machine. The X-ray Department was re-equipped with all equipment which was possible to obtain under the present priorities. The post mortem suite was also completely rehabilitated and re-equipped with modern equipment.

Of the 41 nurses graduating, 16 entered the Armed Services, making a total of 102 members of the Hospital School Alumni now serving in various theatres of combat.

It is interesting to note the great increase in the use of the Blue Cross by hospital patients. This provides substantial assistance for the users at an extremely low cost. Out of the total income of the hospital last year, almost one fourth came from Blue Cross alone.

Renovation
of
Hospital

Blue
Cross
Increases

COMPARATIVE STATISTICS

	1942	1943	1944
Admissions during year, exclusive of newborn.....	5,447	6,418	7,624
Newborn, including still born	1,611	1,780	1,645
Daily average of patients in hospital	252.9	248.4	225.2
Average days stay in hospital per patient.....	11.3	11.	10.8
Greatest number of patients in hospital in any one day	287	318	271
Least number of patients in hospital in any one day	213	185	181
Number of patients treated in accident room.....	6,496	8,264	7,076
Number of patients treated in out-patient dept.....	7,358	6,531	5,131
Number outpatient visits by above patients.....	26,747	23,966	18,255
Number of patients x-rayed	4,667	5,926	5,837
Number of patients fluoroscoped	409	316	424
Number of patients receiving x-ray therapy	377	378	417
Laboratory tests made	28,402	40,304	35,180
Total number of operations performed	4,761	3,855	3,192
Number of deaths (including stillborn)	265	509	388
Death rate	4.8	6.2	4.5
Number of autopsies	63	42	77
Autopsy rate	23.8	8.3	19.8

A completely rebuilt operating suite adds to hospital efficiency



CEMETERY

RALPH N. HAMILTON,
Superintendent

Employees		Budget
32*	— 1944 —	\$65,946.62
42	— 1941 —	\$71,786.50
Receipts	1944 —	\$52,681.76

* Includes 2 in Military Service.



World War 1 Memorial

World War II
Lot Is
Dedicated

On Memorial Day 1944 the World War II Veterans' Lot was dedicated in the presence of several thousand Cambridge residents. Already 18 young Cambridge men who have given their lives in this war are buried in this new lot.

Over 60% of the lots in the additional Cemetery area purchased by the City in 1942 have been sold. At this rate it will be necessary for the City to soon look for additional land for the Cemetery.

Over
Four Miles
of Roads
Rebuilt

All the dirt roads of the Cemetery, amounting to approximately 21,780 lineal feet, were resurfaced in 1944 with bituminous concrete, adding greatly to the appearance of the Cemetery and to the comfort of those who visit there.

24

The income for the year 1944 amounted to \$52,681.76, which included \$25,312.00 for graves sold. There are now 3290 lots in the Perpetual Care Fund, which amounts to \$276,776.04.

Memorial Day 1944 Dedication World War II Soldiers' Lot



INDUSTRIAL COMMISSION

FRANK H. TOWNSEND, Chairman
Percy A. Bennett Charles M. Fosgate

Budget 1944 — \$1100.00

The year 1944 was a very busy one for the Cambridge Industrial Commission. Many company representatives, realizing the outstanding industrial advantages of Cambridge, met with the members of the Commission for the purpose of discussing plans for new buildings on city-owned land. Two of these conferences have progressed to the point where plans for buildings have been drawn. The city-owned land is located on the waterfront, and the Commission can lease it for a 99 year period.

Industrial development is a MUST if Cambridge is to enjoy a low tax rate and create employment. With these thoughts in mind the Cambridge Industrial Commission prepared a map brochure, calling particular attention to the advantages of locating in Cambridge and the availability of the city-owned land for industrial use. A draft of the brochure was submitted to the City Council with a request that the Commission be granted an appropriation of \$1,000 to cover the cost of printing twenty thousand of these circulars to send to prospects throughout the United States. This appropriation was granted and twenty thousand of these maps are in the process of printing.

During the year Mr. Olmore C. Francis, who served faithfully on the Commission for eight years, resigned.

Many new companies located in Cambridge during 1944. The only losses were the several small companies forced to move through building sales because available space for their use could not be found in Cambridge. The fact that requests were made for over half a million square feet of space in excess of that available is indicative of the reputation of Cambridge as an industrial city.

BOARD OF APPEAL

PARKER F. SOULE, Chairman

William L. Galvin	James J. Walsh
Employees — 4 (Part Time)	—— 1944 —— Budget — \$ 840.00
Employees — 4 (Part Time)	—— 1941 —— Budget — \$1,150.00

The new Zoning Code was in force for the full year 1944, and during this time the Board of Appeal held 12 public hearings and heard 49 cases. Forty (40) of these appeals were granted, 6 denied, and 3 given leave to withdraw. Under the new law, all residents within 300 feet of the locale are notified of the hearing and also of the decision made.



BUILDINGS

JOHN J. TERRY
Superintendent

Employees		Budget
45	— 1944 —	\$118,735.75
28	— 1941 —	\$66,769.00

Receipts 1944 — \$10,347.01

Construction Plans Must Be Approved

Inspection Division

Despite the fact that only one new residential building was built during the year, repairs to other buildings and the construction of non-residential buildings, principally for war purposes, resulted in 679 various types of permits being issued, resulting in construction work amounting to \$1,518,521.00.

This department, which also issues permits for gas and plumbing installations and the operation of elevators, had added to it the inspection work of the Electrical Department when the Inspectors and inspection work were transferred from that Department March 7, 1944.

A total of 2754 inspections of gas, 1216 inspections of plumbing, 814 inspections of elevators, and 2773 building inspections were made, in addition to the 1952 inspections for electrical installations.

Maintenance Division

The Maintenance Division continued its excellent work of overhauling the various city buildings. This included a substantial amount of work in City Hall and the City Hall Annex, as well as the Fire Houses, Library, Cambridge Sanatorium, and City Home. The most important work, however, was the complete rehabilitation of the Cambridge City Hospital. This Crew put in approximately 36,064 man hours of repair work during the year, and for an expenditure of slightly less than \$40,000.00 did work which would have cost the City many times this amount had it been done by outside agencies. The quarters of the American Legion and the Veterans of Foreign Wars in the Municipal Building were redecorated, as well as the Police Department quarters.

BOARD OF EXAMINERS

WILLIAM L. GALVIN, Chairman

Thomas Mulcare

J. Georges Peter

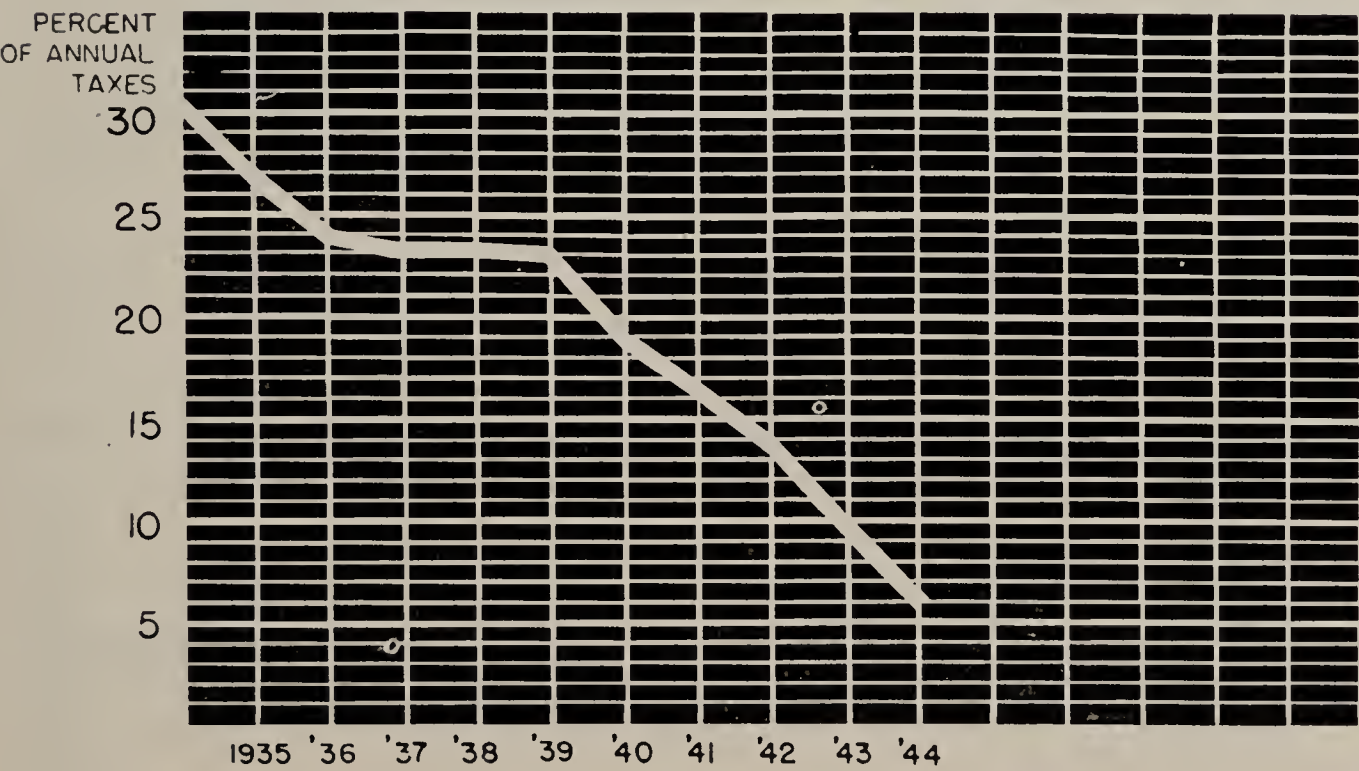
Receipts 1944 — \$1,665.00

Under the new Building Code no construction work or installation of gas, elevators, building wrecking or light iron work can be done in Cambridge unless the person in charge of same has a license from the Board of Examiners, the purpose being to guarantee that construction work will be done only under qualified and experienced supervision.

A New
Commission

The Board was appointed early in the year and held a total of 21 meetings during the year, during which time over 600 applications were filed, from which 350 regular licenses were issued and 300 special licenses were issued.

TAX DELINQUENCY



VETERANS' BENEFITS

EDWARD F. SULLIVAN, Agent

Employees — 3	— 1944 —	Budget — \$100,720.83
Employees — 3	— 1941 —	Budget — \$ 98,771.00
Receipts 1944 — \$38,011.23		

During the year 1944 the name of this department was changed from Soldiers' Aid to the Veterans' Benefits Department.

Under Massachusetts laws Veterans of all wars and their dependents when in need of assistance are entitled to receive it from this department. These laws not only provide generous assistance, but make easy the possibility of prompt assistance when needed.

Since it is estimated approximately 15,000 Cambridge men and women will have served in the Armed Forces, it is to be expected that the calls on this department will greatly increase after the war. During this past year considerable increases have been noted, and although the Federal offices are now better organized in giving assistance promptly, the City still has a great many financial and other functions to perform for the Veterans.

On December 6, 1944 the President signed a bill awarding pensions to widows of World War I regardless of the cause of death of the Veteran. This department promptly set up services for assisting widows entitled to these benefits under the law.

15,000 in
Armed Services

Additional Aid
For Veterans'
Widows



VETERANS' SERVICE

JAMES F. J. HUGHES, Director

Employees — 1	— 1944 —	Budget — \$3,130.00
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The Veterans' Service Department was created by ordinance in 1944 and commenced actual operation July 1, 1944. The purpose of this Department is to advise and assist Veterans and their families concerning their rights and privileges under the law.

The statistics for the first six months operation of this department will give some idea of the variety of services rendered by it. A total of 547 inquiries were made as follows:

Allotment	45	Med.-Hospital	159
Burial	7	Travel-Leave	6
Prisoner of War	4	Transportation	35
Fuel-Housing	14	Benefits	85
Finance	31	Employment	56
Insurance	30	Education	77
Legal	1	Miscellaneous	91
Maternity	6		
TOTAL			547

Information
For The
Veterans



REPORT
of the
FIRST
THREE YEARS
of
COUNCILLOR-MANAGER
FORM OF GOVERNMENT
in
CAMBRIDGE - MASSACHUSETTS
January 1, 1942 to January 1, 1945

WHAT LOCAL PAPERS SAY

Thanking the city council for the confidence it had in choosing him city manager and expressing appreciation for the co-operation of the council, forwarded to the following list of

City's Financial Condition

The debt of the city of Cambridge has been reduced \$6,447,000 since December 31, 1941, City Manager John B. Atkinson revealed this week when he released a comparative table of the financial condition of the city as of December 31, 1941, and December 31, 1944. The outstanding city debt at the end of 1941 was \$11,599,500. Last December 31 the figure stood at \$4,952,500.

Cambridge has gone and done it again! For the fourth time in as many years it has set an example for Boston and some other communities by reducing its tax rate another two dollars. This brings the Cambridge tax rate down to \$35.90, which, compared with the rate of \$37.90 in 1904, is a reduction of \$2.00 in the rate. This reduction, which is in accordance with the prediction made by the Cambridge Tax Commission, will result in an increase in taxable property of between \$15,000,000 and \$20,000,000. Our future as far as the reduction of our tax rate is concerned, depends greatly upon the increase in taxable property and, by an inverse process, we can also say the lower we bring our taxes the greater possibility we have of increasing new manufacture and

City Employees Get \$100,000 Pay Increase

\$100 Pay Raise

It was not to be anticipated that the General Court would be i

Respond to Urgent Appeal For More Blood Donation.

Will Be Latest Frequency Modulation Type of Units

45." Lowell (101389), the first to follow a more businesslike city system to \$41. in "45." Cambridge years, an unex-

Outlook for Caml

Ninety Percent Of
City's Taxes Are

Collected To Date

office of the city treasurer last week with the report of Treasurer Arthur G. MacKenzie, yesterday, that to date the city has collected 99 percent of this year's taxes. 1940. 75 percent

At this time in 1941, 77 1/2 percent of the taxes had been collected; in 1941, 77 1/2 percent; in 1942, 81 1/3 percent. Wanzie also re-

Cambridge

100% Aid Vet

It was an interesting

OK'd

Employees

City Council

Employee Satisfied

the Cambridge City
relative to the prop

permit the use of your
city employee to ex-
pect that most of the
are satisfied with

ty charter and have
get far better wages
the work of the B-

Police School Looms As Model for Nation

The police school for Cambridge, Belmont and Brookline police departments, opening Monday at Cambridge police headquarters, is the first of its kind in the country, E. A. Soucy of the Fed-

General Bureau of Investigation in \$2,500 Dental
'Cambridge' Equipment

Period is Manager Says

Community service, Cambridge American Legion Post 27, with more than 150

COUNCIL GOES

COUNCIL GOES "AIR MINDED"

AIR MINUTE

"To Boost Local Development

ge Ready

Veterans
on After War

AN EYE TO THE FUTURE
interesting discussion that took place at the Coun-

Policemen And Firemen To Get

2nd Pay Raise

Council Fights Liner Rent Boost

City Council will confer with members of the local housing authority to discuss the proposed increase in rentals at the city's two housing projects.

Guys Crime

Decrease in City

WHAT OTHER PAPERS SAY

How

ernment in Cam-
for the first time
tion of a 50-cent
rate this year is
stantial amount of
was \$46.30. It
her had not the



Mayor
Hon. John H. Corcoran

Meet Your City Officials

OF THE LAST THREE YEARS

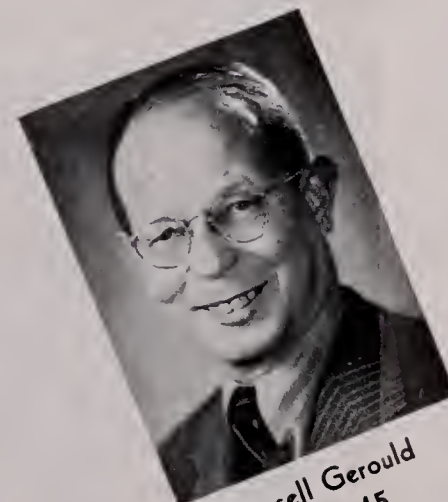
CITY COUNCILLORS



City Manager
Col. John B. Atkinson



Dr. James J. Cassidy
1944-45



Russell Gerould
1944-45



John D. Lynch
1942-45



Marcus Morton, Jr.
1942-45



Michael J. Neville
1944-45



Hyman Pill
1942-45



Francis L. Sennott
1942-45



Michael A. Sullivan
1942-45



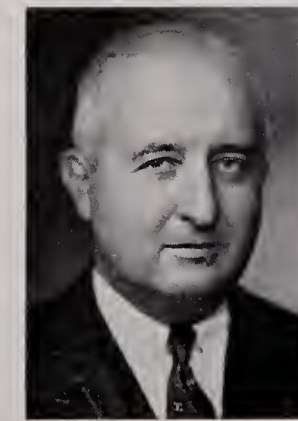
Edward A. Crane
1942-43



William M. Hogan, Jr.
1942-43



Thomas M. McNamara
1942-43



Francis P. Scully
1943

HIGHLIGHTS OF THREE YEARS UNDER NEW CHARTER

First City in the State With Councillor-Manager Form of Government

Cambridge has so many firsts to its credit, including the first commercial printing press, the first American railroad passenger car, the first ladder factory, the first Infantry Company raised in the Civil War, and many others, that it was no surprise when Cambridge became the first city in Massachusetts to adopt a new form of city charter know as the Councillor-Manager (Plan E) Charter.

NEW FORM VOTED IN 1940 ELECTIONS

The people of Cambridge attempted to adopt this charter in the first year it was available to municipalities, but it was not until two years later, in 1940, that Cambridge voters went to the polls and adopted it by a vote of 25,873 to 18,310. The following year, 1941, saw an avalanche of candidates for the City Council, 78 in number. At the 1941 municipal election from these 78 candidates the voters elected 9 City Councillors, the first Councillors in the new form of government.

On January 5, 1942 these City Councillors meeting for the first time elected Honorable John H. Corcoran as their presiding officer—the first Mayor of Cambridge under the Councillor-Manager form of government in Massachusetts. At the same meeting they chose Col. John B. Atkinson as the first City Manager of Cambridge. Three years have passed and this is the third annual report of the City Manager to the City Council and the citizens of Cambridge. It is proper here to give a resume of events in Cambridge during these three years which have been coincident with the first three years of the greatest of all wars, World War II.

RESIDENTS WEARY OF BURDENSOME TAXES

The large majority of citizens who voted to adopt the Councillor Manager form of city charter evidenced a rebellion against mismanagement of city business. From the manner in which they carefully selected 9 City Councillors from 78 candidates, it was clear that they were weary of burdensome taxes of municipal corporation and determined to set the city upon a course of municipal honesty, progress and achievement insofar as the people of Cambridge could do so. Cambridge as the first city to adopt Plan E in Massachusetts would also take the leadership in both the State and New England in municipal progress and achievement.

COUNCIL REVISES CITY ORDINANCES

The City Council, which is the policy-making body under the Plan E municipal charter, in addition to the arduous hearings and debates upon existing civic affairs, has given the city a new Building Code and Zoning Ordinance which brings the building standards of the City of Cambridge abreast of the latest developments. The new zoning ordinance assures the proper development of a carefully planned Cambridge.

The City Council has had the difficult task of establishing a fair wage policy for municipal employees during the war years with high costs of living and prevalent shortages. They have been directly responsible for increasing the pay of Policemen and Firemen approximately \$400 per year, making our Policemen the best paid in Massachusetts and our Firemen the best paid north of New York City.

CITY MAINTENANCE CREW OF EXPERTS

City properties, formerly maintained by the letting of expensive repair and renovation contracts are now maintained by a City Maintenance Crew.

The renovation by the Maintenance Crew of the City Hall, the Municipal Building in Central Square, many fire stations, park buildings, the City Hospital and Cambridge Sanatorium, the City Infirmary and other city property is a credit to the efficiency of their work.



Street Dept. on the Job With Newest Equipment

For years the citizens of Cambridge have grumbled over dirty streets, an inadequate snow removal program, obsolete motor equipment and burdened by expensive contract construction of public highways. All this is gone. The Street Department has 20 new trucks and maintains its own automobile paint shop, equipped with spray guns. Every city truck is being maintained as a credit to the City. The City maintains its own repair department, and a woodworking shop, equipped with new modern tools and machines.

THEIR AIM IS TO KEEP CAMBRIDGE CLEAN

Almost every truck bears the label "KEEP CAMBRIDGE CLEAN" and Cambridge streets are kept clean by a White Fleet of Street Department trucks supplemented by hundreds of red barrels conveniently placed for depositing papers. The white trucks have closed bodies which prevent the blowing off of debris on windy days. The old mechanical brooms were rebuilt and two new ones purchased. These, together with the section men of the department, are keeping Cambridge streets clean.

Since 1943 using city-owned compressors, sidewalk rollers and spreaders, the Cambridge Street Department has resurfaced in record time and at a substantial saving Cambridge Street, Broadway, Main Street, Prospect Street, Kendall Square, Harvard Square, First, Second, Third,

Fourth and Fifth Streets, portions of Massachusetts Avenue and Brattle Street, Aberdeen Avenue and Mount Auburn Street. All street construction has been paid from the current tax levy. This is the first time in twenty years that Cambridge has built streets without borrowing money for that purpose. The cost of street construction is less than 50% of that formerly paid contractors for the same work, averaging 55c to 76c per square yard.

Prior to 1942 the City hired equipment and personnel for snow removal. Now it has its own equipment and employees, who are paid time and a half for all work after regular working hours. The equipment includes 3 snow loaders, 14 heavy duty plows, 3 sidewalk plows, 2 four-wheel drive snow plows, a half shovel, 1 heavy duty grader and 6 sand spreaders, all purchased out of current funds. The cost of snow removal per lineal mile in Cambridge is one of the lowest in the State.

The department previously operated a city incinerator on three shifts a day. It now operates one shift per day, effecting a saving of over \$25,000 per year. A modern salvage plant has been established in which between five and ten tons of paper and rags per day are saved and produce an income for the city almost enough to operate the plant. This paper salvage has contributed much to the war effort.



Supervised recreation—Safe, healthy activities for the youngsters.

CAMBRIDGE FINANCES '42-'44 . . . THEN			NOW
	December 31, 1941		December 31, 1944
Cash in Banks.....	\$1,495,451.57		\$1,908,040.86
Uncollected Taxes	1,939,082.66		500,929.45
Uncollected Motor Vehicle Taxes.....	116,683.67		14,718.24
Deficits on State and County Taxes.....	10,904.90		None
Departmental Accounts Receivable	1,135,175.28		695,353.28
Tax Titles	185,762.05		151,972.98
Tax Possessions	None		36,916.83
Revenue Reserved for Appropriations	157,132.24		522,300.30
Percentage of Uncollected Taxes of Previous Year.....	19%		4%
Reserve for Boston Elevated Railway Deficit	194,773.18		310,517.79
City Surplus (not including Water Surplus).....	505,116.31		837,404.12
Surplus, Water Department	115,737.85		437,977.09
Total City Debt	11,599,500.00		5,152,500.00
City Debt, not including Temporary Loans.....	9,699,500.00		5,152,500.00
Temporary Loans in Anticipation of Revenue.....	1,900,000.00		None
Total Debt Reduction			6,447,000.00
Appropriations Raised in Tax Levy	10,972,434.59		9,404,702.57
Estimated Receipts	3,160,717.11		2,962,284.41
Decrease in Appropriations (Budget)			1,567,732.02

Police Boast New Radio Equipment

The Police Department too has undergone a rejuvenation process through the establishment of police schools which provided refresher courses for Police Officers without the loss of pay and gave training to recruits in the department before assigning them to duty. Many received certificates for attending an F.B.I. course in Washington.

The department is now properly mechanized with nine patrol cars, four motorcycles and two ambulances, all in operating condition, replacing unsatisfactory equipment.

The antiquated two-way police radio system has been replaced by a modern frequency modulation system which enables officers to hear clearly messages transmitted to them without static or other interference. An inefficient police signal system has been replaced by a modern police telephone system patterned on the New York Police signal system and maintained by the Telephone Company.

Through the closing of North Cambridge and East Cambridge Police Stations, 26 men have been released for patrol duty with a resultant saving of over \$65,000. Bicycle loss has been minimized by police registration of bicycles.

A Juvenile Aid Bureau has resulted in a lowered juvenile delinquency rate throughout the city. A decrease of 33% in crime is a tribute to an efficient Police Department. An alert Auxiliary Police force has been available for public emergencies throughout the war.

New Recreation Equipment

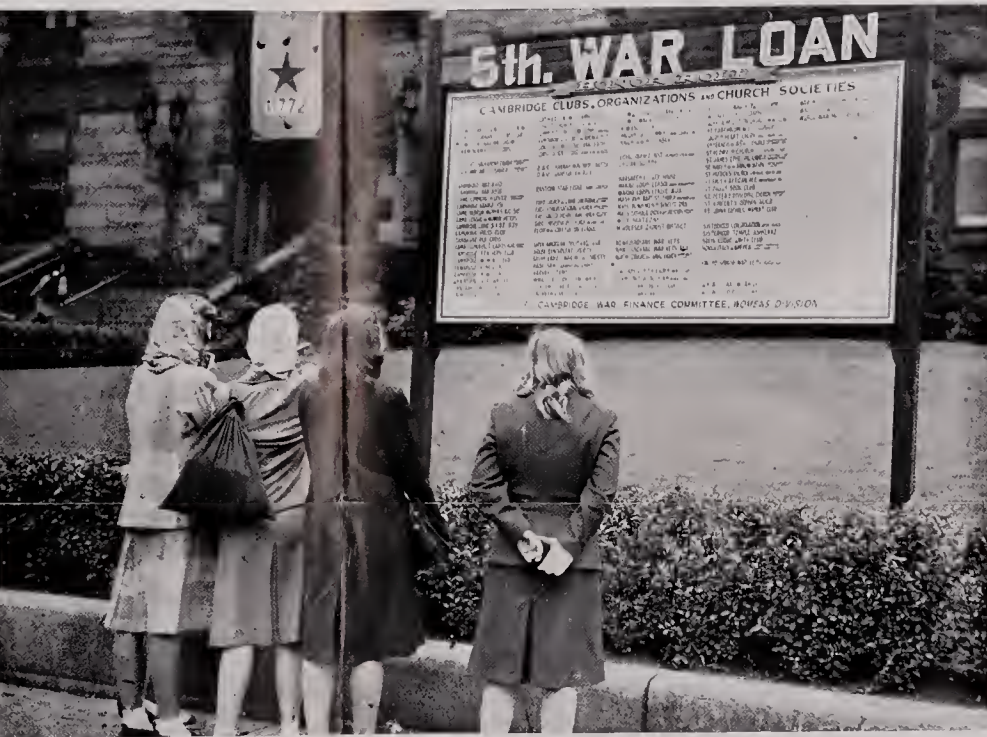
Cambridge now has many potentially fine recreation areas. A stadium, tennis courts, handball courts and skating rinks have been built at Fresh Pond. Handball courts were built at Cambridge Field. Jerry's Pit, is now conducted by the City as a supervised bathing beach.

The old Taylor School site in East Cambridge has been converted into a small playground for little children, and the recreation building at Cambridge Field has been rebuilt with new showers, toilets and recreation rooms. New showers have been installed at Ringde Field, North Cambridge.

The Park Department has been provided for the first time with adequate quarters for its shops, garages and storage of playground facilities. Every municipally owned intersection now boasts attractive flower gardens planted and maintained by the City, which add to the general appearance of prideful ownership.

The excellent lawn and hedge at City Hall are a tribute to the work of the Park Department. Thousands of trees have been planted throughout the city to replace those lost in the hurricane.

CITY ALL-OUT IN WAR



35,000 Workers In Round-The-Clock Shifts with No Work Stoppages, Turn Cambridge Into Arsenal

Pearl Harbor found Cambridge as unprepared for war as the rest of the country. However it rapidly became an arsenal in the war effort. During the war over 35,000 persons were engaged in war industry in Cambridge.

Manufacturing products include shoes, ponchos, guns, candy, soap, dehydrated food and various other products. Cambridge also became the center of a staff of technical experts at Massachusetts Institute of Technology and

Harvard University on the various technological problems of the war. Harvard University became a training center for soldiers and sailors. Despite all of this wartime activity labor and management have worked well together.

Cambridge for this three-year period has the record of NO WORK STOPPAGES. We are very proud of the manner in which Cambridge labor and management have fulfilled their wartime industry.

Industrial Com. Invites New Firms

Cambridge has an Industrial Commission which in 1943 held an exhibition of products made in Cambridge attended by over 35,000 people in one week. The success of this exhibition has caused other cities of the country to emulate Cambridge. The Commission works hard to keep industry in Cambridge and to bring new industry to Cambridge and we are confident from present indications that Cambridge industry will enjoy real prosperity in the future.

Master Plan Under Way

In 1942 city planning in Cambridge was at least twenty-five years in arrears. Had we had adequate city planning twenty-five years ago, our beautiful river bank would have been developed in a manner consistent with its natural beauty. Nevertheless, looking to the future the city has embarked upon an intelligent program of city planning with sufficient funds to engage experts. We are now working on a master plan for the Cambridge of the future.

LAW DEPT. COLLECTS \$81,000

The City Law Department is entitled to great credit under the direction of the present City Solicitor, John A. Daly. Many claims against the City have been practically eliminated because the City is willing, able, and anxious to take all legal steps necessary to defend the rights of the community. Claims collected from the City have dropped from a high of \$48,000 in 1941 to \$15,000 in 1944. The City collected \$81,000 from other cities and towns in 1943 alone. The Law Department has defended the City's values on the Board, and fair assessments, firmly defended, have resulted in the withdrawal of many appeals.

\$300 - \$400 Increase in Pay To Employees Now Ranks With the Highest in State

City employees fairly paid and with proper working hours and conditions are good city employees. To this end, a reclassification committee composed of three City Councillors, two representatives of the city employees and the City Manager, after holding eighty-three meetings over a period of twenty months, has reclassified all the employees of the city, establishing minimum and maximum rates of pay for each classification.

\$10.40 Tax Rate Slash On Pay-As-You-Go Plan

The city operates on a "PAY-AS-WE-GO" basis. Through all the savings herein listed and many others, the tax rate of the city has been reduced from \$46.30 in 1941, the highest tax rate in the city's history, to \$35.90 in 1945, a total reduction of \$10.40 in the past four years under the Councillor-Manager form of government.

At the same time, the gross city debt has been reduced from \$11,599,500 in December, 1941 to \$5,152,500 in December, 1944. In other words, during this time the city debt has been cut more than half and the city surplus increased to \$837,404.12. The annual city operating bud-

get was decreased more than \$1-500,000. The effect of fair taxation and fair assessment has been shown in the reduction in tax delinquency, which has dropped from 19% to 4%. This has also been accomplished by intense effort in collections, and insistence on prompt payment of tax bills.

From time to time substantial sums have been taken from the city surplus for the purchase of equipment and to assist in the reduction of taxes. We believe this is sound policy because current savings belong to current taxpayers, and taxpayers who have been burdened with a \$46.30 tax rate are entitled to relief now.

Water Surplus Soars \$300,000

The Cambridge Water Department, always well operated, has increased its surplus in the past three years by over \$300,000, creating ample funds for the post-war water requirements for Cambridge. As a result of a geological survey in 1942, the water supply at Fresh Pond was increased by 5 million gallons per day at no extra cost to the city. The city still enjoys one of the lowest water rates in the State.

Sewer Construction On Pay-As-You-Go

The progress of the Councillor-Manager form of government has extended to the Sewer Department. The department now has excellent quarters at the Raymond Street Yard, and has been provided with a new catch basin cleaning machine, while an old one was modernized and mounted on a truck. It now has its own compressor, power-operated pipe cleaning machine and many new trucks. The entire operation of this department, including construction and maintenance, has been accomplished out of current funds.



Town and Gown—City Councillors are the Guests of the Overseers of Harvard University

Health Dept. Modernized

The Health Department of the city has been modernized in many ways. In the City Hall Annex (formerly the Harvard School) an adequate laboratory and a modern two-chair dental clinic has been established with excellent results. An X-ray machine, the gift of Cambridge Post. No. 27 American Legion, has contributed much to the efficiency of this unit.

The installation of a modern surgery at the Cambridge Sanatorium gives Cambridge one of the few complete surgeries of this type for a city of its size. Cambridge residents stricken by tuberculosis now receive the finest treatment possible.

City Hospital Deficit Cut In Half

All buildings of the City Hospital have been completely repainted and the operating and accident rooms completely modernized. Intelligent handling of hospital funds and the increase of collections from \$121,000 in 1941 to \$258,000 in 1944 have reduced the deficit of the hospital, enabling the City to pay decent wages to its hospital employees and provide better treatment to the patients.

Library Book Budget Tripled

Although the circulation at the Cambridge Public Library fell off during the war years every effort has been made to keep alive the interest of its readers. The budget for books alone has increased from \$5,000 in 1941 to \$15,000 in 1944. All branch libraries have been repainted and redecorated and the children coming to the library enjoy an introduction to books, story telling and other activities.

FIRE DEPT. STREAMLINED

In line with a policy that good firemen require good fire equipment, the City has purchased from current funds three pumpers and a 100-foot extension ladder truck at a cost of approxi-

EMPLOYEES RECEIVE RAISES AUTOMATICALLY

This has resulted in average pay increases of between \$300 and \$400 per employee. It has also set up a system whereby each employee gets his pay increase automatically and is not dependent upon any political activities. The permanent pay rate of permanent employees today is among the highest in the State and well above the State average.

Labor-saving machines have been introduced wherever possible with the result in one department that the incidence of hernia on an occupational injury has completely disappeared. All employees have been given the same status with reference to sick leave, vacations, etc., and now all types of employees, including laborers, enjoy the same privileges formerly allowed only to the clerical force.

NOW GET PAID FOR OVERTIME WORK

Now when city laborers work overtime they are paid time and a half. In the past they received only compensatory time for overtime work. It is the policy of this administration wherever possible to promote persons within the classified service of the city to supervisory or higher paid positions in place of bringing in new employees to fill these positions. This encourages faithfulness and efficiency among city employees.

During the three years covered by this report, of a total of approximately 2,000 permanent employees but two have been discharged and these only for disciplinary purposes.

Relief Agencies Acquire New Office Equipment

In order to centralize the relief agencies of the city and make it easier for those forced to turn to the city for aid, in 1942 the Harvard School was converted into a City Hall Annex. It now houses all divisions of the Welfare Office, in addition to the City Physician, the Municipal Employment Office and the Veterans' Benefits Department. While war has provided ample opportunity for those who are able to work and has thereby relieved welfare expenditures considerably, it is interesting to notice the expenditures for 1943 still exceed \$1-200,000 per annum and that this sum actually raised by the city by taxes in 1943 was in excess of the amount raised in taxes during the peak year of the depression. This is because during depression years much of the money used for welfare purposes was borrowed. Since January 1, 1942 no money has been borrowed for welfare purposes and over a million dollars of the money previously borrowed for these purposes has been repaid.

Cost of Lighting Reduced

The individual lighting bill of Cambridge residents has been reduced as a result of conferences with the Cambridge Electric Light Company, while the cost of street lighting has decreased approximately 10%, about \$22,000 per year.

POST-WAR CAMBRIDGE

A comprehensive program for Post-War Cambridge is in the process of being prepared, and perhaps even before this is printed will be in the hands of the City Council.

The ultimate objective of this program is to make Cambridge a much more desirable place in which to live, to work, and to play.

The post-war program includes the following:

1. Review the post-war highway program and authorize the Planning Board to negotiate with State and Metropolitan District Commission authorities.
2. Authorize the installation of parking meters in Harvard and Central Squares, now unanimously endorsed by all business and citizen organizations of these areas.
3. Authorize the construction of a suitable bus loading platform and pedestrian traffic controls for Harvard Square.
4. Authorize the development of adequate parking facilities at Central Square following the plan as now proposed, and request the Planning Board to make a similar study for Harvard Square.
5. Review the proposed recreation plan and adopt a specific action program for future acquisition and development of new recreational areas.
6. Adopt the principle of long-range financial programming and direct the Planning Board, assisted by Department Heads, to prepare annual long-range operating and capital budgets.
7. Create a public works committee, consisting of the City Manager, representative of the City Council, the Planning Board, and necessary Department Heads, to prepare a more comprehensive public works program, including schools and recreation.
8. Create a department of public works, consolidating the activities of the Street, Sewer, Cemetery and Park Maintenance departments, together with several smaller divisions.
9. Create a separate Recreation Department, divorcing from it the problems of park maintenance and forestry as they now exist.

PLANNING BOARD

FREDERICK J. ADAMS, Chairman

James J. Casey

Aldrich Durant

John F. Ferrick

J. W. Greer

Justin R. Hartzog

G. Frank Hooker

Budget 1944 — \$3,010.00

Through the foresight of the City Council, the Planning Board for the first time was granted a budget sufficient to enable its limited staff to begin on a number of basic planning studies. During the year 5 preliminary planning maps were prepared: Traffic Flow, Transportation, School and Recreational Facilities, Population Distribution, and Planning Districts. A survey of traffic flow and traffic conditions was made throughout the city, upon which was prepared a preliminary report, indicating the major highway improvements which should be incorporated in a post-war plan for the general improvement of traffic flow throughout the city. This report should form the basis for recommendations to the Post-War Highway Commission.

Through the facilities of the Department of Architecture and Planning at Massachusetts Institute of Technology, the part-time assistance of three graduate students was obtained without cost for a period of three months. These student interns prepared a rehabilitation study of East Cambridge, an analysis of population and employment trends in Cambridge and made a preliminary ten year analysis of municipal income and expenditures.

Through money made available from the Post-War Fund, two planning technicians were employed for a period of several months. A city-wide recreation study was made, including a complete analysis of existing facilities of playgrounds, playfields, and parks, and recommendations for long term future acquisition and development of necessary additional recreational areas. This program was prepared under the guidance of a committee composed of Mr. Daniel Kelly, Chairman of the Board of Park Commissioners, Noyes Collinson of the Cambridge Community Federation, Richard Gummere of the School Committee, and Frederick J. Adams, Chairman of the Planning Board.

The Board, as usual, held a large number of zoning hearings. It also collaborated with the Housing Authority on the preparation of a preliminary program for post-war housing.

SCHOOLS

M. E. FITZGERALD
Superintendent

SCHOOL COMMITTEE

Hon. John H. Corcoran, Chrm.
Margaret M. Kelleher, V-Chrm.
Cora Butler Conant
John J. Foley
Richard M. Gummere, Ph.D.
Robert J. Reardon
Russell A. Wood

Employees	Budget
545* — 1944 —	\$1,815,899.89
764 — 1941 —	\$1,846,633.53

*Includes 41 in Military Service
and 11 on Leave of Absence.

In making his thirty-third annual report, which was the seventy-seventh in the series of annual reports by the superintendents and the one hundred and fifth of the printed reports of the School Committee of Cambridge, the Superintendent, Mr. M. E. Fitzgerald made the following comments:

"What we are doing in the Cambridge Schools, how well or ill, any citizen may see and judge for himself by visiting the classrooms, playgrounds and clinics, where skilled and devoted men and women are employing the best modern equipment and methods to make Cambridge children day by day happier, healthier, and better prepared for adult living. In the thirty-three years of my service in Cambridge, that has been our goal; as far as possible to give every child; backward or brilliant; privileged or underprivileged; happiness, health and adequate preparation for adult living.

"We seek first to make our children happy in their schools. That is because happiness is both a good in itself and a means to a good. For the happy child learns best. The happy child is never the problem child. It is the unhappy child who is resistant to teaching and teachers. I have never entered a Cambridge classroom without looking for smiling faces, and seeing them, I have rejoiced, knowing those smiling faces a proof of good teaching. For fifty years I have watched our techniques improve and our theories change, but the nature of a child remains unchanged, needing happiness as a plant needs sunlight.



Sup't.'s
Report

Happy
Children
Are
Good
Pupils

“Health is no less important. For mind and body are not separate, but one. Only the healthy child can give to his school tasks his full mental power. With deep satisfaction, I can now report that in our Cambridge schools what can be done, is being done, to give every child a fair start, a healthy and unhandicapped body. I think many of our citizens would be amazed, and moved, should they visit our school clinics and see for themselves what, with the help of modern medical science, we are doing to lift from our little ones dragging burdens of ill health and of physical defects.”

Pupil's
Health
Important

COST OF THE SCHOOLS

Cost of Instruction, of Textbooks and Supplies, of Incidental Expenses, of the Care of Schoolhouses, and of the Transportation of Pupils, but Not Including Repairs

Year	Number of Teachers in December	Number of Pupils in December	Average Number of Pupils for Year Ending in December	Total Cost	Cost per Pupil
1944.....	**597	11,519	11,738	\$1,810,724 21	\$156 34
1943.....	†563	11,956	12,206	1,789,036 42	147 57
1942.....	*596	12,868	13,243	1,811,349 49	136 77
1941.....	666	13,860	14,018	1,846,633 53	131 73
1940.....	686	14,495	14,308	1,844,718 41	128 92
1939.....	693	15,215	14,937	1,847,198 30	123 66
1938.....	692	15,571	15,450	1,897,220 48	122 80
1937.....	684	15,410	15,327	1,849,265 74	120 65
1936.....	680	15,999	15,636	1,878,426 06	120 13
1935.....	681	16,329	15,742	1,912,347 22	121 48

*This number does not include 27 teachers who are serving in the United States Armed Forces and 6 teachers who are on leave of absence.

†This number does not include 41 teachers who are serving in the United States Armed Forces and 8 teachers who are on leave of absence.

**This number includes 41 in Military Service and 11 on leave of absence.

Touchdown Bound

Inspiring Cheer Leaders





Sport for
Young and Old.

PARKS AND RECREATION

STEPHEN H. MAHONEY, Superintendent

PARK COMMISSIONERS:

Daniel J. Kelly, Chairman	
Mrs. Jessie W. Brooks	Maurice M. Corkery
Jeremiah J. Coughlin	Harold V. Coyne
James L. Duffy	John J. McBride
John A. Spencer	

Employees — 59*

Employees — 57

— 1944 —

— 1941 —

Budget — \$185,401.13

Budget — \$132,745.02

Receipts 1944 — \$10,734.94

* Includes 2 in Military Service.

New Recreation Facilities

40

Acting on the belief that recreation will play a much more important part in civic life in the post-war period, the program of improving recreational facilities was continued and expanded in 1944. During this time three new tennis courts, a double handball court, and a horse shoe court were erected at the Fresh Pond Playground. These tennis courts are of a new type of construction, with permanent embankments, so that in the winter they may be flooded and used as a skating or hockey rink. They proved

Children's Annual Pageant



Costume Making Is Fun



very successful and thousands of children and adults enjoyed skating there. Handball courts were also erected at Jerry's Pit Beach and at Donnelly Field.

Grading was begun at the site of the old Taylor School for a small children's playground, and the complete renovation of the men's shower room at Rindge Field was accomplished.

Considerable repairs, including new tile flooring and complete repainting, at the Golf Club House were included in this program. The need for additional locker room space at the Golf Club becomes more evident each year as this course becomes increasingly popular. This Golf Course is now practically self-supporting.

A very successful soft ball Twilight League, composed mainly of teams representing the various industries of Cambridge, played a schedule of 182 games last summer, and during the winter four municipal Basketball Leagues, composed of 34 teams, played a schedule of 258 games.

Boxing was for the first time introduced under qualified instructors in the various recreation centers and met with great response from the teen age youngsters.

Children's parties were held in all the recreation centers on Halloween with an attendance estimated above 8,000.

FORESTRY DIVISION

This city, always noted for its beautiful trees suffered a tremendous loss of trees in the 1938 hurricane and an additional loss during the storm of September 14, 1944. The crews were kept busy night and day removing limbs and trees, and the tremendous task of repairing this damage was begun. The post-war project of tree replacement has been started.

The policy of planting flower gardens at street intersections and squares has received much favorable comment. The greenhouse has proved its value, but the need for at least two additional units is evident.

It must be again emphasized that the Park and Recreation Department's functions are by far too many and too varied. Recreation which will grow in the post-war period must be given the green light. In order to do this, the manual work of the Park Department should be assigned to others so that the entire efforts of the Director of Recreation may be devoted to this activity alone.

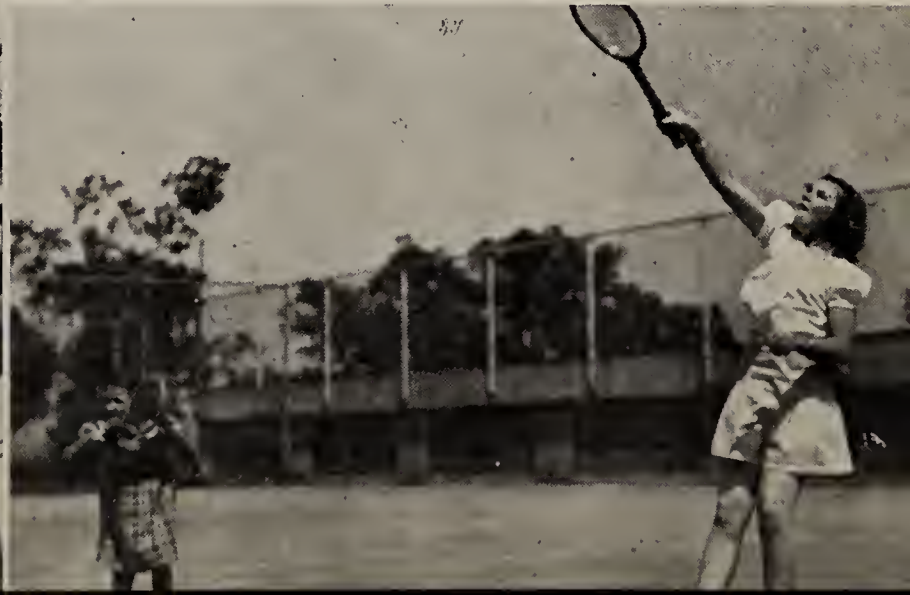
Boxing
for the
Teen Age

Hurricane
Trouble

41

A Popular Winter Activity

Youth Will Be Served





Story Hour Is
Ever Popular
With the Children

LIBRARY

BOARD OF TRUSTEES

JULIA T. BOYLE, Chairman

Alma M. Boudreu	John J. Bradley	Cora Butler Conant
Hon. Charles F. Hurley	Henry J. Mahoney	Prof. Louis J. Mercier
THOMAS J. SULLIVAN, Librarian		

Employees — 43*	— 1944 —	Budget — \$86,150.06
Employees — 49	— 1941 —	Budget — \$86,626.27
Receipts 1944 — \$702.29		

* Includes 1 in Military Service and 1 on Leave of Absence.

War Causes
A Loss
In
Circulation

The effect of the third year of the War was again indicated in the Library, when for the third consecutive year a net loss in circulation of 6638 was recorded. The Central Library and two of the Branches registered losses, the most startling being Observatory Hill, where a loss of 19,180 was indicated, but seven of the branches and circulating points showed increases.

A re-registration of all cardholders, which was begun in 1942, continued through 1944, and the number of cardholders is now 17,863.

During the year 11,076 new books were added, bringing the total number of books up to 202,225, of which 138,391 are in the Central Library and the balance in Branch Libraries.

The High
School Room
Is Popular

The outstanding accomplishment of the year was the opening of the High School Room in the Main Library, which met with a prompt and hearty response from the students of our High School. The use of Story Tellers for the Children's Hours in the various libraries has proved most satisfactory.

Post War plans include a new building for the Observatory Hill Branch.

CIRCULATION BY CLASSES, 1944

. Adult

	Central Library	North Camb. Branch	Central Square Branch	East Camb. Branch	Camb. Field Branch	Mount Auburn Branch	Observ. Hill Branch	Board- man Branch
Gen'l. Wks.	277	3	1	29	14	310	28	9
Philosophy	1,327	327	9	135	36	588	159	32
Religion	1,117	1,035	111	125	66	611	241	41
Sociology	3,712	621	154	296	170	1,556	670	278
Philology	654	229	15	180	32	753	343	14
Science	1,850	993	44	160	131	1,699	448	82
Useful arts	3,515	890	105	215	310	944	744	267
Fine arts	3,451	1,041	69	71	176	1,037	757	74
Music	1,044
Literature	5,510	3,819	231	1,178	393	3,418	1,191	272
History	6,865	4,137	349	646	415	2,891	1,640	273
Biography	7,648	1,966	228	580	484	2,590	1,135	207
Magazines	2,032	9,061	2,618	1,037	1,553	4,365	3,551	1,537
Fiction	61,624	38,021	11,831	17,190	14,244	32,864	38,098	23,195
Total	100,626	62,143	15,765	21,842	18,024	53,626	49,005	26,281

Juvenile

Gen'l. Wks.	13	1	5	7	14	2,859	70	16
Philosophy	3	14	5	0	4	290	107	7
Religion	142	149	106	225	91	734	142	75
Sociology	2,543	9,169	1,583	1,752	1,713	3,763	2,242	1,552
Philology	142	511	81	48	87	648	192	105
Science	802	1,419	211	279	204	1,619	487	173
Useful arts	790	735	306	417	349	903	511	188
Fine arts	524	879	234	137	307	877	565	104
Music
Literature	1,143	4,069	433	573	482	3,284	992	447
History	1,241	6,655	412	763	847	2,873	984	319
Biography	1,367	697	116	377	385	2,667	647	246
Magazines	920	227	112	275	409	2,030	321	488
Fiction	23,077	34,832	8,730	9,277	12,790	24,485	16,377	13,776
Total	32,707	59,357	12,334	14,130	17,682	47,032	23,637	17,496

The Mysteries
of Geography



Report of Votes Cast in 1944

POLICE LISTING — JANUARY 1, 1944

Men 36,213	Women 42,874	Total 79,087
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REGISTERED VOTERS — NOVEMBER 7, 1944

Men 26,245	Women 29,311	Total 55,556
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PRESIDENTIAL PRIMARY — APRIL 25, 1944

Democrat 1,644	Votes Cast Republican 663	Total 2,307
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PRIMARY — JULY 11, 1944

Democrat 10,096	Votes Cast Republican 3,918	Total 14,014
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ELECTION — NOVEMBER 7, 1944

Votes Cast	47,322
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President

Dewey & Bricker	18,408
Roosevelt and Truman	27,629
Teichert & Albaugh	43
Watson & Johnson	21
Blank	1,221

Governor

Cahill	17,760
Tobin	27,992
Blomen	201
Williams	54
Blank	1,315

Lt. Governor

Bradford	22,407
Carr	22,144
Erickson	88
McGlynn	177
Blank	2,506

Secretary

Cook	22,487
O'Riordan	20,938
Hillis	374
Blank	3,523

Treasurer

Burrell	15,748
Hurley	27,452
Crabtree	348
Blank	3,581

Auditor

Buckley	26,441
Goodwin	17,021
Palmquist	288
Vaughan	84
Blank	3,488

Attorney General

Barnes	19,188
Kelly	24,056
Celcher	325
Rand	123
Blank	3,630

Senator

Corcoran	19,910
Saltonstall	25,241
Kelly	201
Root	47
Blank	1,896

Congressman

Bowen	19,226
Curley	24,820
Blank	3,276

ELECTIONS

THOMAS J. HARTNETT, Chairman

Alice E. McCarthy Harry A. Penniman N. Russell Cazmay

Employees		Budget
6	— 1944 —	\$35,606.90
6	— 1941 —	\$26,115.00

The registration of voters, which began March 27, 1944 and ended October 18, 1944, resulted in 11,946 names being added to the voting lists.

The special laws to preserve the right of franchise to all Servicemen and women presented a difficult problem, as great care had to be taken in checking all applications and seeing that duplicates were not issued. The frequent transfer of Servicemen resulted in the reforwarding of many ballots, one actually having gone to 14 different addresses. A total of 4604 ballots were mailed, of which 3480 were returned and 3211 cast, 269 being rejected.

Difficulty in obtaining properly trained personnel for the election resulted in the returns being slower in coming in, but apparently the results were very accurate, because in the one recount that was made, the result showed very little change from the original count.

Votes for
the
Servicemen

FORECLOSED PROPERTY

SAMUEL M. FLAKSMAN, Custodian

Budget 1944 — \$662.00

Under the State Law the Custodian of Foreclosed Property has charge of all property which has been foreclosed by the City after every effort has been made to collect the taxes and every opportunity has been given the owner to redeem his title to it by paying his overdue taxes. Nevertheless, there are some owners who permit the foreclosure of their property.

Since the City is not willingly in the real estate business, it is the duty of the Custodian of Foreclosed Property to make every effort possible to dispose of this.

The City has approximately 100 parcels of property, most of which are unoccupied land, for sale at very attractive prices. If you are interested in purchasing land in the city, it may be worth your while to inquire about this from the Custodian of Foreclosed Property. Phone TRO 4942.

The City
is a
"Willing
Seller"



GENERAL RELIEF

BOARD OF PUBLIC WELFARE

PETER J. CAHILL, Chairman

James F. Moher

George A. McLaughlin

James E. Finnegan, Agent

Employees

Budget

19* — 1944 — \$248,249.66

26 — 1941 — \$480,557.00

* Includes 3 in Military Service.

Despite the great need in all types of industry for employees, there were still 256 cases receiving General Relief at the end of 1944. This was a reduction of only 70 cases during the year. It is interesting to note that during the year a total of 506 cases received relief at various times.

A complete reorganization is being made by the Board of Public Welfare in order to make available by rehabilitation, by better medical care, and by the opening of new educational fields every possible opportunity to those who are driven by circumstances to seek relief from the City. This undoubtedly will result in additional expenses in the matter of supervision, but in the long run will have better results for those concerned and should result in great savings to the City, as the cost of relief is still the greatest individual item, other than debt, in the entire city.

Rehabilitation
Important
For the Future

Dependent Children

Employees

Budget

2 — 1944 — \$203,656.37

2 — 1941 — \$291,016.00

Receipts 1944 — \$72,358.94

Massachusetts has been foremost among the states with its progressive laws, which provide aid for mothers and children. A sound law known as "Aid to Dependent Children" furnishes funds to permit the mother to stay at home and take care of her children in the event the father of a family dies or fails to provide for them.



To Keep
Family
Together

Of the 232 cases on the rolls January 1st, 88 cases were added and 102 cases closed, leaving a net of 218 receiving assistance.



OLD AGE ASSISTANCE

Employees		Budget
7	— 1944 —	\$434,849.33
7	— 1941 —	\$382,620.00
Receipts 1944 —		\$311,366.65

Old Age
Costs Are
Mounting

Despite the decline of cost of welfare due to increased demands for manpower, Old Age Assistance continues to rise the cost now being six times that of 1934. A total of 1527 cases received assistance during the year, a reduction of 47 cases.

Despite unemployment insurance and the G.I. Bill of Rights, relief is bound to increase unless the Federal Government increases its share or the State assumes a substantial portion of the expenses as proposed by the Governor.

Although the monthly grant was increased from \$30.00 to \$40.00, in 1942, by the State Legislature, the Federal Government still pays one half of the grant but not in excess of \$20.00. Because of chronic illness some allotments are above \$40.00; this surplus must be assumed by the city.

RELIEF EXPENDITURES 1935-1944

	General Relief	Aid to Dependent Children	Old Age Assistance
1935	\$680,192.89	\$77,287.50	\$130,329.00
1936	711,421.70	93,616.50	164,667.00
1937	678,642.69	141,846.00	322,511.34
1938	861,799.08	194,990.26	407,430.46
1939	1,001,986.98	215,364.65	497,271.72
1940	1,009,505.91	291,281.36	575,234.42
1941	845,084.92	296,866.39	633,121.34
1942	530,771.75	233,255.83	692,561.64
1943	281,196.79	225,543.78	720,269.48
1944	177,651.32	192,153.30	759,848.18



CITY PHYSICIAN

PATRICK J. FLEMING, M. D.

Employees		Budget
3	— 1944 —	\$5,850.00
3	— 1941 —	\$5,495.00

The City Physician, together with the two Doctors who serve as his Assistants, continued their work of treating the indigent sick of the City, as well as caring for the health of the inmates of the City Infirmary.

The total number of house calls continued to decrease from 2212 in 1943 to 1481 in 1944, and the number of office visits reached a new low of 1629 as compared with 5248 in 1942. However, these Doctors are called upon for numerous other duties, including court matters, retirement examinations, etc. and thus are kept quite busy.

Calls
Again
Decrease

MUNICIPAL EMPLOYMENT OFFICE

FRANCIS D. COADY, Agent

Employees — 2	— 1944 —	Budget — \$4,282.33
Employees — 2	— 1941 —	Budget — \$3,585.00

As in 1943, the demand for employees and that of the Armed Forces was greater than the supply, but despite this fact 210 persons registered at this office for employment. Of this number, 175 were placed in private employment.

Help
Wanted

The office is in daily communication with the industries of Cambridge and surrounding cities and towns in anticipation of the postwar period. This office has also been of considerable assistance to the Welfare Department and the Veterans' Benefits Department.

HOME FOR AGED

AND INFIRM

THOMAS M. MAYNARD
Superintendent

Employees		Budget
24*	— 1944 —	\$72,123.34
28	— 1941 —	\$73,951.00

Receipts 1944 — \$5200.00

* Includes 1 in Military Service.

The Board of Public Welfare maintains as one of its divisions the Home for Aged and Infirm on Concord Avenue, overlooking Fresh Pond. Here a comfortable home is furnished for those who are unable to provide for themselves in their old age, or who are so afflicted with chronic illness of a non-contagious type their families cannot take care of them.

The total number of persons cared for during 1944 amounted to 320. The daily average was 159, with the highest number at any time being 169 and the lowest number 148.

In order to augment the food, a large Victory Garden was planted on the grounds of this institution and all types of vegetables, including tomatoes, broccoli, string beans, cabbage, etc., were grown, and a large amount of these were preserved for use during the winter.

For the first time in many years all residents were completely outfitted with good quality clothing, including a wool suit for each man and a better quality dress for each woman. The thoughtfulness of the Board of Public Welfare in providing this clothing has been appreciated by all of the residents.

Plans are now being made for the installation of a Hobby Shop, with proper tools and equipment, where the men can perhaps in some way help rehabilitate themselves.





PURCHASING

WILLIAM H. MCGINNESS
Purchasing Agent

Employees		Budget
6	— 1944 —	\$13,184.67
6	— 1941 —	\$10,448.00

Centralized purchasing in government is neither a fad nor a theory, but a combination of logic and economics, and as such means economical procurement of materials. During the past year this department has received approximately 9500 requisitions and issued 15,000 purchase orders for the purchase of approximately 25,000 different items.

The shortages of materials and equipment, which have affected every household in the city, have a similar effect on the City Buyer. When one recalls the fact that the City serves over 3,000 meals a day in its various institutions, and in addition must buy the countless types of supplies necessary to run a large municipality, one realizes how difficult it is to keep all these institutions operating. To do this the Purchasing Department must keep in very careful touch with the pulsation and changes in the market and advise the various City departments when to stock up and when to run short of supplies.

The decision to set up a Revolving Fund, which met with the approval of the City Council, now places the Purchasing Department in the position of having the sum of \$35,000.00 available for the stocking of supplies and materials in advance of the time when they will be needed. A stock pile of 1200 tons of coal held in reserve last winter proved extremely valuable when the shortage of coal threatened our schools and institutions. In addition to this the City is able to purchase at wholesale prices, with resulting savings, a great many items which are carried in stock in its central stock room. Inventory there now shows approximately 700 different items, and the time saved by delivering directly from this stock room is equally important to the money saved. All savings are passed along to the various departments, as the Purchasing Department, of course, is not permitted a profit.

The City
Is a Large
Buyer

Savings
Go to the
Departments

BUDGET EXAMINER

OWEN F. McCALL, Budget Examiner

Employees — 1	—— 1944 ——	Budget — \$4,370.00
Employees — 1	—— 1941 ——	Budget — \$3,498.00

In addition to preparing the annual budget, the Budget Examiner had assigned to him additional duties, which include those of Priority Agent of the City and Registrar of the Victory Gardens. He is also in charge of the newly organized Complaint Department. He has also had assigned to him a number of duties in connection with personnel as a result of the reclassification of City Employees.

PENSIONS and ANNUITIES

One of the advantages which Municipal Employees enjoy, and which perhaps many citizens of the city would like to enjoy, is the generous pension made available to them under the various pension and retirement laws of the State.

Despite the fact that all employees who entered the service of the City in recent years must pay 5% of their salary (not, however, exceeding \$130.00 per year) as a contribution toward the Pension System, the cost of operating this system has increased tremendously in recent years. Whereas the cost in 1934 was approximately \$201,000.00 to care for 287 persons, or a cost in the tax rate of approximately \$1.00 per \$1,000, this increased in 1944 to approximately \$391,000.00, of which all but approximately \$27,000.00 must be raised in the tax rate, to take care of 402 persons. The cost now is well in excess of \$2.00 per \$1,000, in the tax rate and close to \$4.00 per capita, for this benefit, which all employees enjoy.

Pension
Costs
Have
Doubled

A DECADE OF EXPENDITURES FOR MUNICIPAL PENSIONS AND ANNUITIES

	Municipal Departments	Water Dept.	School Dept.	Yearly Total	No. of Persons
1935	\$208,276.41	\$19,823.34	\$1,900.00	\$229,999.75	295
1936	208,450.61	15,338.70	1,076.23	224,865.54	273
1937	219,970.05	19,150.81	1,250.00	240,370.86	261
1938	212,912.45	18,226.20	1,320.52	232,459.17	257
1939	211,369.26	18,019.50	1,996.43	231,385.19	261
1940	214,121.25	20,248.22	3,098.00	237,467.47	272
1941	230,966.92	22,014.78	4,681.73	257,663.43	305
1942	273,266.72	23,932.01	8,244.17	305,442.90	342
1943	307,670.24	22,414.75	8,815.91	338,900.90	394
1944	351,437.59	26,900.30	13,078.49	391,414.38	402

ASSESSORS

JAMES J. CASEY, Chairman		
Joseph Guiney	Thomas F. Gibson, U.S.N.	Bernard F. Fallon (Mil. Sub.)
Employees — 8	—— 1944 ——	Budget — \$25,145.88
Employees — 9	—— 1941 ——	Budget — \$28,358.00

Budget
Reduced
\$1,300,000
from 1941

Despite the fact that our Annual Budget has been reduced over \$1,300,000.00, and our tax rate reduced \$8.40 (not including the additional \$2.00 in 1945, bringing the total reduction to \$10.40 in 1945) it still takes over \$9,000,000.00 a year to run the City of Cambridge. In fact, despite the fact that almost \$3,000,000.00 was collected from various fees and other sources, it was still necessary to assess the property owners the sum of \$6,452,418.16 in 1944.

The duty of properly assessing the taxpayers is an arduous one, and is one which falls on the shoulders of the three Principal Assessors of the City. Cambridge has over a period of time built up a standard method of assessment, which is known throughout the country as the "Cambridge System," and many cities have copied this in part or in toto. That our own citizens recognize this as fair, along with the fact they have appreciated the tax reductions, is very definitely proved by the fact we have less calls for abatements in taxes and less suits entered before the Board of Appeals than at any time in the past decade.

The tax rate for 1944 was \$37.90, the lowest in eleven years. This tax is made up as follows:

City Tax	\$27.12
School Tax	7.53
State & County Tax	3.25

This is the equivalent of a per capita tax of \$59.14.

The Assessors
play an im-
portant part in
City Finances



APPROPRIATIONS and ESTIMATED RECEIPTS

	1941	1942	1943	1944	1945
City	\$7,665,143.97	\$6,836,181.77	\$6,754,507.31	\$6,593,703.63	\$6,313,608.77
School	1,886,789.93	1,826,741.24	1,871,444.89	1,868,853.21	1,967,506.74
County	260,337.51	220,362.42	197,271.43	215,783.14	235,558.76
State Tax and Assessments	919,600.95	832,023.02	388,167.51	563,014.88	419,818.21
Judgments	28,010.33		377.60	5,499.75	2,155.76
Deficit in Overlay	91,135.09	233,241.18	58,617.69	47,282.62	57,371.84
Overlay	121,416.81	244,153.41	108,016.62	110,565.34	92,266.36
Total	\$10,972,434.59	\$10,192,703.04	\$9,378,403.05	\$9,404,702.57	\$9,088,286.44
Less:— Polls and Estimated Receipts	3,160,717.11	2,671,043.86	2,599,041.93	2,952,284.41	2,961,538.59
Tax Levy on Property	7,811,717.48	7,521,659.18	6,779,361.12	6,452,418.16	6,126,747.85
Tax Rate	46.30	43.90	39.90	37.90	35.90
ESTIMATED RECEIPTS					
Loans	675,000.00				
Departmental	1,200,000.00	\$1,265,895.70	\$1,413,800.00	\$1,262,200.00	\$1,371,500.00
Authorized by Commissioner		174,828.37	190,000.00	305,000.00	347,000.00
From State:					
State Income Tax	554,629.62	487,333.46	513,118.32	508,705.39	506,976.22
Corporation Tax	412,651.83	416,380.24	399,757.39	484,296.44	484,296.44
Over Estimates	878.62	5,591.05	135.81	28,451.24
Reimbursement from Boston El				106,598.37
Gasoline Tax	250,981.04	250,981.04		172,886.42	164,522.42
Meal Tax			12,322.41	13,196.55	15,163.51
Total	\$3,094,141.11	\$2,601,009.86	\$2,529,133.93	\$2,881,334.41	\$2,889,458.59
Polls	66,576.00	70,034.00	69,908.00	70,950.00	72,080.00
Total	\$3,160,717.11	\$2,671,043.86	\$2,599,041.93	\$2,952,284.41	\$2,961,538.59

Income and expenditures of the Water Department are not shown here because they do not figure in the setting of the tax rate.

TREASURER-COLLECTOR

ARTHUR G. MacKENZIE, Treasurer & Collector
(Resigned December 31, 1944)

FREDERICK J. REARDON, Treasurer & Collector
(Appointed January 1, 1945)

Employees — 28	—— 1944 ——	Budget — \$56,520.67
Employees — 27	—— 1941 ——	Budget — \$54,598.00

94% Taxes
Collected
In 1944

The Balance Sheet for the year ending 1944, which shows over 94% of the current year's taxes collected, is a reflection of the continued effort of the Collector's Office to make the public tax conscious and to bring home to all, and especially to a small minority who have for years attempted to avoid the payment of their taxes, the fact that they have a legal as well as a moral responsibility to the City for the services rendered. Thousands of dollars of delinquent taxes and bills owed to the various City Departments were collected, thereby converting frozen assets into cash, which in the final analysis, is what the City must have to pay its bills.

The 1944 real estate tax bills, sent out during the early summer, were paid promptly for the most part. This was particularly true of the average property owners, who took this way of expressing their satisfaction at the continued efforts of the City Government to reduce their taxes and to relieve insofar as was possible the tremendous burden of Federal, State and local taxes, which is felt by all.

Short Term
Borrowing
Cut Down

Since a City has no working capital it is necessary to issue Tax Anticipation Notes, which are payable upon receipt of taxes. From a high in 1941 when \$6,500,000.00 of short term paper was issued, we went to a new low in 1944 when only \$2,000,000.00 was issued, and this was entirely paid off before the end of the year. This could be done only with the cooperation of the Taxpayers, both large and small. Substantial sums in the form of interest were saved, and this saving is passed along to the Taxpayer.

Section
of
Treasurer's
Office



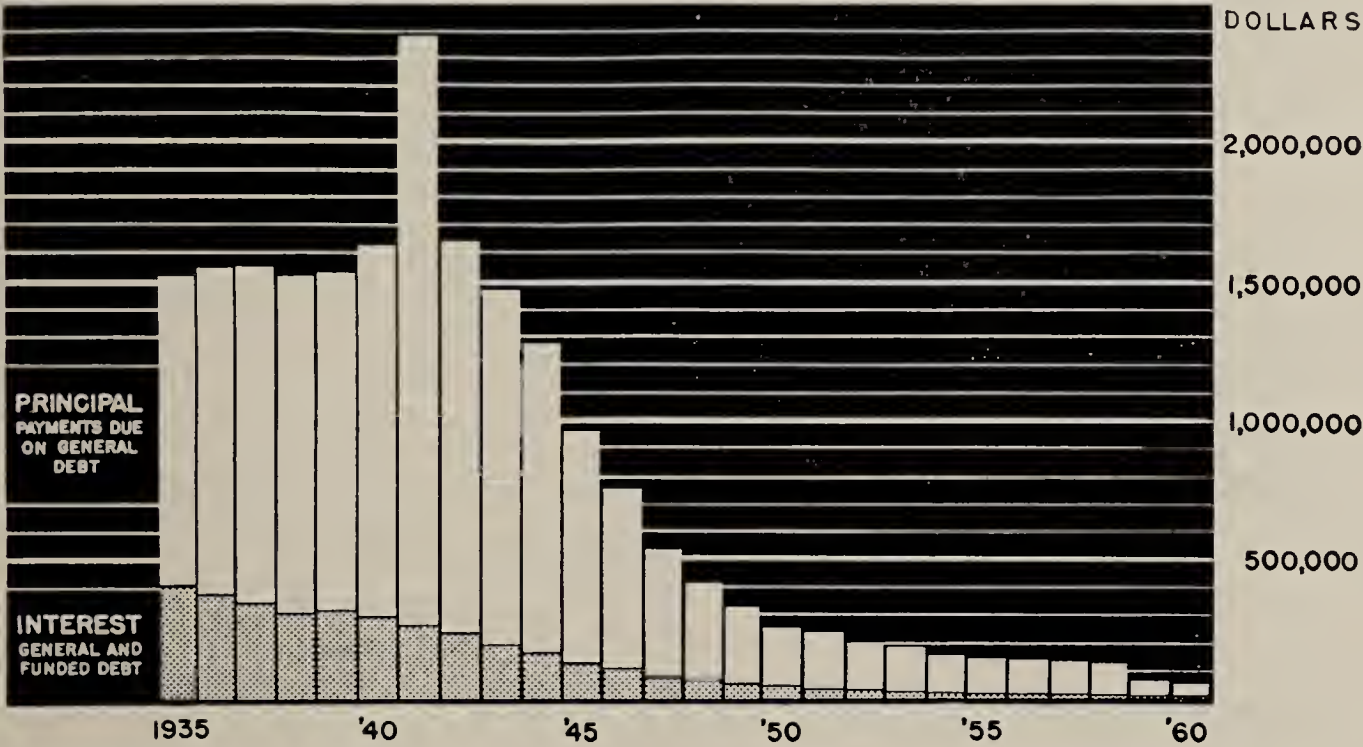
The Treasurer paid off \$1,576,500.00 of indebtedness incurred in prior years, and as no long term borrowing was authorized by the City Council in 1944 the indebtedness at the year's end stood at \$5,152,500.00 compared to a debt of \$11,599,500.00 on January 1, 1942.

The saving in interest alone is equal to over \$1.00 in the tax rate.

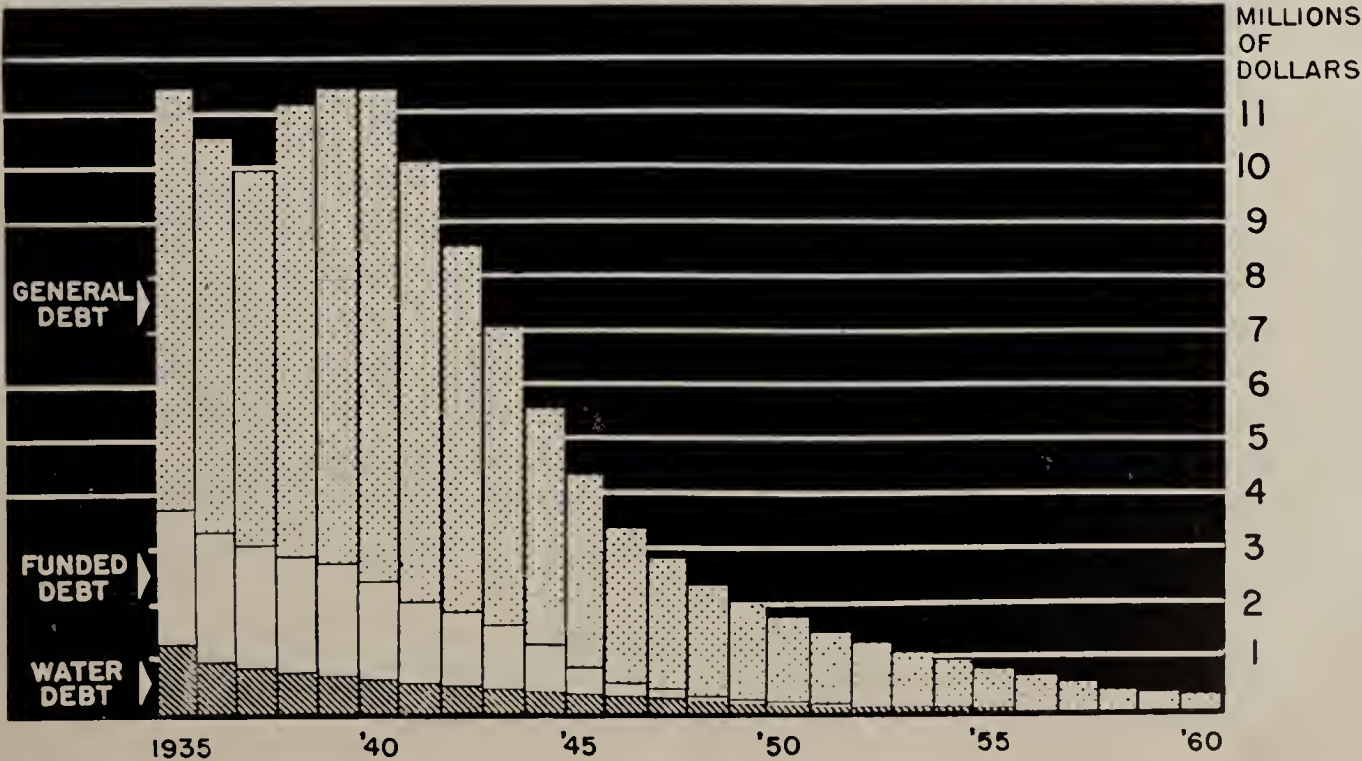
If this PAY-AS-WE-GO policy can be continued, it will not be too many years before the City will be practically debt free. Inasmuch as this repayment of debt represents over \$5.00 each year in the tax rate, it can be readily seen that future substantial tax reductions are quite possible.

Debt
Reduced
\$1,576,500.00
In 1944

DEBT SERVICE



BONDED DEBT



AUDITING

JOHN J. McKENZIE, City Auditor

Employees — 7*	—— 1944 ——	Budget — \$16,608.00
Employees — 8	—— 1941 ——	Budget — \$18,266.00

* Includes 1 in Military Service.

The
Controller
of the
City
Expenditures

Municipal Ordinances and State Statutes in Massachusetts combine to carefully guard the expenditure of Municipal Funds. Protecting all such expenditures is the City Auditor, who must have not only a complete and accurate knowledge of these Statutes and Ordinances, but also acts as a Controller of all payrolls and bills payable, and in addition is actually the City Bookkeeper. **No order for goods can be placed and no bills can be paid until a careful check has been made in the Auditor's Office to see that funds have been appropriated and are available under the proper coding.**



SINKING FUND

WILLIAM H. REARDON, JR., Chairman

Philip G. Carleton
Joseph J. Mazza

Col. Joseph M. Murphy
P. T. Jackson

Arthur M. Wright

Budget 1944 — \$665.00

Cambridge can indeed point with pride to the work of its Commissioners of the Sinking Fund, both past and present, for their able and conscientious administrations. Their untiring devotion to their duties has resulted in an enviable record, unparalleled in the history of the Commonwealth.

During the year 1944 the Sinking Fund retired \$416,000.00 of indebtedness, leaving a balance of \$776,000.00 maturing in varying amounts up to and including the year 1952, at which time the duties of the Commissioners will cease. These maturities have already been provided for in the portfolio of the Fund, largely consisting now of U. S. Government, Cambridge obligations and cash, thereby relieving the City of its obligations to provide funds in the tax levy for Sinking Fund debt. Due to the conditions of the Fund, the Commissioners, under authority of Chapter 119, Acts of 1938 of the General Laws, voted to transfer \$60,000.00 of its surplus to the General Funds of the City for the purpose of retiring maturity debt.

\$416,000
Repaid

BALANCE SHEET

DECEMBER 31, 1944

REVENUE ACCOUNTS

ASSETS

Cash	\$1,088,735.48
Cash Discrepancies	1,141.25
Petty cash	535.00
Accounts receivable:	
Property Taxes:	
current year	\$381,716.42
prior years	78,522.00
Poll Taxes:	
current year	10,984.00
prior years	29,707.03
Motor Vehicle Excise:	
current year	4,804.00
prior years	9,912.24
	515,645.69
Assessments:	
Sewer..	\$141.08
Sidewalk	942.48
	1,083.56
Tax Titles	151,972.98
Tax Possessions	36,916.83
Departmental	695,353.28
State Assessments	1,554.12
Overlay Deficits	57,371.84
	<u>\$2,550,310.03</u>

LIABILITIES AND RESERVES

Appropriation balances	\$418,263.26
State Assessments	310,517.79
Income, Trust Funds	7,287.96
Gifts	102.75
Reimbursements, Old Age Assistance	2,516.08
Reimbursements, Aid to Dependent Children	30.00
Revenue Reserved for Appropriation	58,771.59
Revenue Reserved until Collected....	900,042.89
Overlay Reserved for Abatement of Taxes	12,983.12
Reserve for Petty Cash	535.00
Reserve for Cash Discrepancies.....	1,194.49
Overpayments Reserved for Refund	594.68
Overlay Surplus	66.30
Surplus Revenue	837,404.12

WATER DEPARTMENT

Cash	\$677,131.43
Accounts Receivable	58,209.24
	<u>\$735,340.67</u>

Appropriation balances	\$213,602.72
Revenue Reserved for Appropriation	463,528.71
Revenue Reserved until Collected....	58,209.24
	<u>\$735,340.67</u>

TEMPORARY ACCOUNTS

Cash	\$142,173.95
	<u>\$142,173.95</u>

Guarantee Deposits	\$17,270.46
Agency	124,903.49
	<u>\$142,173.95</u>

NON-REVENUE ACCOUNTS

Cash	\$43,616.93
	<u>\$43,616.93</u>

Appropriation balances	\$31,328.58
Reserved for Appropriation.....	12,288.35
	<u>\$43,616.93</u>

DEBT ACCOUNTS

Commissioners of Sinking Funds, outside	\$776,000.00
Net Funded, or Fixed, Debt, outside	2,738,300.00
Net Funded, or Fixed, Debt, inside	1,638,200.00
Commissioners of Sinking Funds.....	79,510.22
	<u>\$5,232,010.22</u>

Outstanding Loans, outside	\$3,514,300.00
Outstanding Loans, inside	1,638,200.00
Sinking Fund Surplus	79,510.22

\$5,232,010.22

WATER LOANS

Net Funded, or Fixed, Water Debt	<u>\$384,000.00</u>
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Water Loans, serial	<u>\$384,000.00</u>
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TRUST AND INVESTMENT ACCOUNTS

Trust Funds, Cash & Securities, in Custody of Treasurer	\$340,397.19
Trust Funds in custody of Trustees	20,700.00
Investment Funds in custody of Treasurer	933,338.18
Trust Fund (principal used by the city)	10,000.00
	<u>\$1,304,435.37</u>

Welfare Funds	\$12,402.87
School Funds	2,426.51
Library Funds	42,319.10
Cemetery Perpetual Care Funds.....	283,248.71
White Charity Fund	10,700.00
Dowse Institute Fund	10,000.00
Retirement System Funds	933,338.18
Sanders Temperance Fund	10,000.00

\$1,304,435.37

DECEMBER 31, 1944

APPROPRIATION ACCOUNTS

1944

MAINTENANCE AND OPERATION

Department	(1) Appropriations	(2) Salaries	(3) Expenditures Other	(4) Total Expenditures	(5) Balances Forward to 1945 Dr.	(6) Cr.	(7) Balances to Surplus
City Council	\$37,205.40	\$37,000.00	\$194.40	\$37,194.40			\$11.00
Clerk of Committees	7,277.67	7,069.16	182.40	7,251.56		\$9.79	16.32
Mayor's Office	10,331.78	8,273.33	1,291.26	9,564.59		162.88	604.31
Executive	51,314.94	20,827.01	2,725.49	23,552.50		26,372.79	1,389.65
Auditing	17,485.50	15,139.41	662.70	15,802.11		1,210.63	472.76
Budget Examiner	4,804.12	3,300.00	1,088.36	4,388.36		402.63	13.13
Treasury	67,547.73	50,047.08	13,485.71	63,532.79		589.97	3,424.97
Administration of Sinking Funds	665.00	600.00	52.50	652.50			12.50
Assessing	37,688.41	24,466.35	12,952.38	37,418.73		143.25	126.43
License Commission	6,066.84	5,495.52	293.90	5,789.42		157.51	119.91
Pole and Conduit Commission	22.40		19.90	19.90			2.50
City Clerk	22,954.57	19,104.25	2,801.90	21,906.15		335.52	712.90
City Messenger	3,656.65	3,500.00	130.76	3,630.76		30.62	(red) 4.73
Law	21,547.08	12,494.67	10,668.74	23,163.41	\$2,155.76	489.61	49.82
Election Commission	42,947.88	28,793.72	9,474.46	38,268.18		1,002.69	3,677.01
Engineering	24,834.59	21,684.67	410.98	22,095.65		2,610.90	128.04
Inspection of Buildings	30,173.56	26,580.33	2,764.75	29,345.08		521.72	306.76
Municipal Buildings — Operation	54,688.98	31,835.53	15,114.17	46,949.70		978.97	6,760.31
Municipal Buildings — Maintenance	113,908.22	30,757.53	27,142.85	57,900.38		47,841.51	8,166.33
Police	547,973.16	493,427.24	36,482.10	529,909.34		6,162.81	11,901.01
Fire	610,664.65	539,399.43	46,055.94	585,455.37		20,511.27	4,698.01
Electrical	63,336.01	49,802.69	10,423.43	60,226.12		694.39	2,415.56
Street Lighting	130,738.15		129,803.48	129,803.48		326.74	934.67
Traffic Signals	6,128.78		5,589.98	5,589.98		51.04	212.06
Scaler of Weights and Measures	10,205.70	9,544.25	599.64	10,143.89		51.04	10.77
Forestry	28,870.39	24,499.46	4,110.25	28,609.71		79.17	181.51
Health, General Maintenance	93,749.47	65,915.95	20,411.48	86,327.43		5,939.63	1,482.41
Health, Tuberculosis Hospital	139,280.54	66,562.40	59,092.29	125,654.69		11,116.37	2,509.48
Health, Laboratory	8,594.88	7,794.46	272.55	8,067.01		58.20	469.67
Health, Dental Clinics	17,767.18	16,404.15	1,092.90	17,497.05		212.57	57.56
Inspection of Animals	2,100.00	2,100.00		2,100.00			
Sewer Maintenance	86,325.36	73,449.29	9,802.83	83,252.12		437.14	2,636.10
Street, Sanitary — Ashes	274,017.80	238,252.02	23,807.88	262,059.90		11,340.33	617.57
Street, Sanitary — Garbage	86,587.51	78,458.31	5,518.98	83,977.29		1,090.10	1,520.12
Street, General Maintenance	326,360.17	176,595.06	92,222.12	268,817.18		55,818.55	1,724.44
Street, Bridges	48,940.92	33,404.83	4,344.63	37,749.46		10,392.37	799.09

Street, Incinerator	47,920.19	25,803.33	12,714.54	38,517.87	8,433.55	968.77
Street, Garage	94,469.65	89,765.00	3,645.06	93,410.06	383.50	676.09
Boston and Cambridge Bridges	6,225.22	2,086.66	3,269.66	5,356.32	700.38	168.52
City Hospital	529,435.30	223,318.20	235,640.25	458,958.45	58,736.97	11,739.88
Public Welfare, Outside Aid	258,214.25	26,225.41	179,847.10	206,072.51	28,631.32	23,510.42
Public Welfare, City Infirmary	85,386.75	36,163.87	40,577.88	76,741.75	8,512.88	132.12
Aid to Dependent Children	238,189.37	3,676.30	192,983.40	196,659.70	1,996.68	39,532.99
Old Age Assistance	795,543.18	13,111.87	764,390.01	777,501.88	6,938.95	11,102.35
City Physician	5,823.84	5,417.67	98.98	5,516.65	4.00	303.19
Veterans' Benefits	110,048.32	9,608.24	98,437.48	108,045.72	1,921.83	80.77
Veterans' Service Bureau	3,280.00	1,699.76	242.56	1,942.32	1,240.13	97.55
Pensions	352,050.99	300.00	351,485.16	351,785.16	265.83	
School	1,990,438.21	1,637,222.30	290,092.79	1,927,315.09	54,761.99	8,361.13
Library	93,483.37	65,738.33	24,179.86	89,918.19	2,838.40	726.78
Park, General Maintenance	101,960.08	65,610.47	26,492.09	92,102.56	8,718.71	1,138.81
Park, Playgrounds	43,348.23	41,026.33	1,864.19	42,890.52	25.03	432.68
Park, Public Baths	4,969.75	4,088.56	463.09	4,551.65	11.62	406.48
Park, Golf Course	11,071.23	9,557.26	1,392.60	10,949.86	85.65	35.72
Cemetery	101,804.22	67,182.08	23,966.53	91,148.61	7,112.83	3,542.78
Telephone Exchange	6,420.44	2,587.26	3,614.29	6,201.55	7.50	211.39
Board of Appeal	842.75	480.00	7.52	487.52	20.00	335.23
Employment	4,782.33	2,932.07	224.30	3,156.37	95.70	1,530.26
Retirement System Administration	2,680.36	2,081.67	501.57	2,583.24	97.12	
Retirement System Pension Fund	108,357.73	11,583.26	108,357.73	108,357.73		490.01
Purchasing	13,925.69	2,494.90	1,607.22	13,190.48	245.20	
Post War Fund	5,000.00		10.25	2,505.15	2,494.85	
Industrial Commission	2,100.00		1,000.00	1,000.00	1,100.00	10.28
Custodian of Foreclosed Property	1,012.00	800.00	151.72	951.72	50.00	
Municipal Defense	26,326.60	5,117.03	8,100.17	13,217.20	13,109.40	
Rationing Board	1,831.99		1,003.55	1,003.55	.65	827.79
Public Celebrations	8,270.88		7,675.10	7,675.10	358.54	237.24
Reward — Sommer Case	1,000.00				1,000.00	
Reward — Harris Case	500.00				500.00	
Veterans' Headquarters	1,600.00		1,600.00	1,600.00		
Annual Documents	3,601.50		3,498.64	3,498.64		102.86
Planning Board	3,249.72	1,800.00	872.84	2,672.84	332.27	244.61
Damages	17,354.13		13,050.19	13,050.19	4,303.94	
Military — Rifle Range	300.00		299.75	299.75		.25
Honor Roll	226.14					226.14
Jerry's Pit Improvements	690.31		28.36	28.36	661.95	
Building Code and Zoning Law	6,196.60		6,196.60	6,196.60		
Entertainment of Inductees	2,500.00		1,529.48	1,529.48	225.00	745.52
Reserve Funds	2,993.71					2,993.71
Maturing Debt	1,532,000.00		1,532,000.00	1,532,000.00		
Interest	168,888.34		166,215.75	166,215.75	139.81	2,532.78
	\$9,833,075.36	\$4,580,055.93	\$4,660,416.35	\$9,240,472.28	\$423,153.85	\$171,604.99

Appropriations (column 1):		Expenditures, (column 4):	
Balances forward from 1943	\$353,398.94	Salaries	\$4,580,055.93
Raised in Tax Levy	8,467,779.39	Materials, Supplies and equipment	1,042,524.08
Sinking Funds for Maturing Debt	416,000.00	Welfare, Old Age Assistance, Aid to Dependent Children	1,177,897.37
Federal Grants: Old Age Assistance.....	332,486.52	Street Lighting, Pensions, Veterans' Benefits, Telephone Exchange	697,530.68
Aid to Dependent Children....	51,851.47	Unclassified	44,248.47
Child Day Care—Lanham Act	41,518.38	Debt Service	1,698,215.75
Fees, Child Day Care	25,181.50		
Available Funds	144,859.16		
	<u>\$9,833,075.36</u>		<u>\$9,240,472.28</u>

OUTLAYS (PERMANENT IMPROVEMENTS)

(1)	(2)	(3)	(4)	(5)	(6)	(7)
Appropriations	Reserved for Payment of Debt	Salaries	Expenditures Other	Total Expenditures	Balances Forward to 1945	Reserved for Payment of Debt
Electrical — Underground Construction	\$4.02				\$4.02	
Traffic Signals	1,173.87				1,173.87	
Departmental Equipment—Street	20.71				20.71	
Sewer Construction	35,529.82	26,402.65	4,240.04	30,642.69	4,887.13	
Street and Sidewalk Construction	116,608.38	26,335.57	68,878.41	95,213.98	21,394.40	
Building Construction	1,989.66				1,989.66	
Third Street Bridge	2,171.71				2,171.71	
P.W.A. Construction Projects	1,584.93				1,584.93	1,564.26
Appropriations (column 1-2):	\$159,083.10	\$52,738.22	\$73,118.45	\$125,856.67	\$33,226.43	\$1,564.26
Balances brought forward	\$36,922.37	Expenditures (column 5):				
Revenue funds for construction	122,160.73	Salaries				\$52,738.22
		Materials and supplies				73,118.45
	\$159,083.10					\$125,856.67

WATER DEPARTMENT

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Appropriations	Expenditures	Other	Total	Balances to Dr.	Forward to 1945 Cr.	Balances to Surplus
General Maintenance	\$442,792.27	\$146,001.13	\$78,271.11	\$224,272.24		\$203,441.00	\$15,079.03
Pumping Maintenance	73,103.11	32,999.15	26,076.65	59,075.80		5,560.98	8,466.33
Reservoirs Maintenance	54,739.65	36,323.80	6,445.97	42,769.77		190.96	11,778.92
Filtration Maintenance	68,710.30	25,184.57	31,015.46	56,200.03		4,462.00	8,048.27
Maturing Debt	44,500.00		44,500.00	44,500.00			
Interest	15,606.25		15,606.25	15,606.25			
	\$699,451.58	\$240,508.65	\$201,915.44	\$442,424.09		\$213,654.94	\$43,372.55
Appropriations (column 1):		Expenditures (column 4):					
Balances brought forward	\$208,907.33	Salaries					\$240,508.65
From current water receipts	490,544.25	Materials, Supplies and equipment					109,368.02
		Pensions					32,441.17
		Debt Service					60,106.25
	<u>\$699,451.58</u>						<u>\$442,424.09</u>

SUMMARY OF EXPENDITURES
APPROPRIATION ACCOUNTS

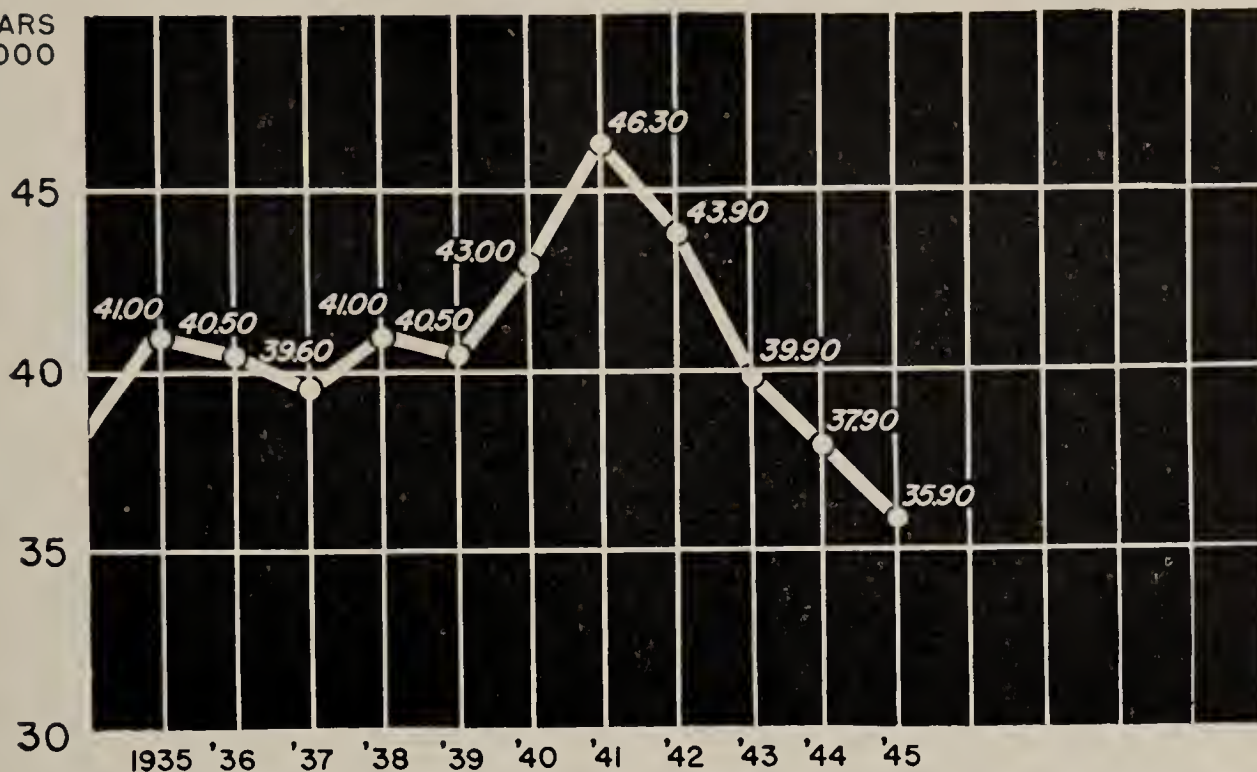
Salaries:			
City, maintenance and operation	\$4,580,055.93		
outlays	52,738.22		
	<u>\$4,632,794.15</u>		
Water, maintenance and operation	240,508.65		\$4,873,302.80
Materials, supplies and equipment:			
City, maintenance and operation	\$1,042,524.08		
outlays	73,118.45		
	<u>\$1,115,642.53</u>		
Water, maintenance and operation	109,368.02		
Welfare, Old Age Assistance, Aid to Dependent Children.....			1,225,010.55
Street Lighting, Pensions, Veterans' Benefits			1,177,897.37
Unclassified			697,530.68
Water, Pensions			44,248.47
Debt Service:			32,441.17
City	\$1,698,215.75		
Water	60,106.25		
			<u>1,758,322.00</u>
			<u>\$9,808,753.04</u>

The organizational chart for the City of Cambridge, Massachusetts, is structured as follows:

- VOTERS OF CAMBRIDGE**
 - SCHOOL COMMITTEE**
 - SCHOOL DEPARTMENT**
 - CITY COUNCIL MAYOR**
 - CITY CLERK**
 - CITY MESSENGER**
 - CITY MANAGER**
 - FINANCE SERVICES**
 - CITY AUDITOR**
 - BUDGET EXAMINER**
 - PURCHASING DEPT.**
 - CITY TREASURER**
 - SINKING FUND COMMISSIONERS**
 - BOARD OF ASSESSORS**
 - PUBLIC WORKS SERVICES**
 - ENGINEERING DEPT.**
 - STREET & BRIDGE DEPTS.**
 - SEWER DEPT.**
 - FENCE VIEWERS**
 - BOARD OF APPEAL**
 - PROTECTIVE SERVICES LIFE & PROPERTY**
 - POLICE DEPT.**
 - FIRE DEPT.**
 - BD. OF LICENSE COMMISSION**
 - SEALER OF WGT'S. & MEAS.**
 - BD. OF HEALTH LABORATORY**
 - CAMBRIDGE SANITORIUM**
 - INSPECTOR OF ANIMALS**
 - SOLDIERS AID DEPT.**
 - EMPLOYMENT BUREAU**
 - CITY MISSIONARY**
 - HEALTH SERVICES**
 - BOARD OF HEALTH**
 - HEALTH DEPT.**
 - TRUSTEES OF THE CAMB. CITY HOSPITAL**
 - CITY HOSPITAL DEPT.**
 - WELFARE SERVICES**
 - CITY INFIRMARY**
 - CITY PHYSICIAN**
 - TRUSTEES OF THE BULLOCK FUND**
 - TRUSTEES OF THE SANDERS TEMPERANCE FUND**
 - CAMBRIDGE HOUSING AUTHORITY**

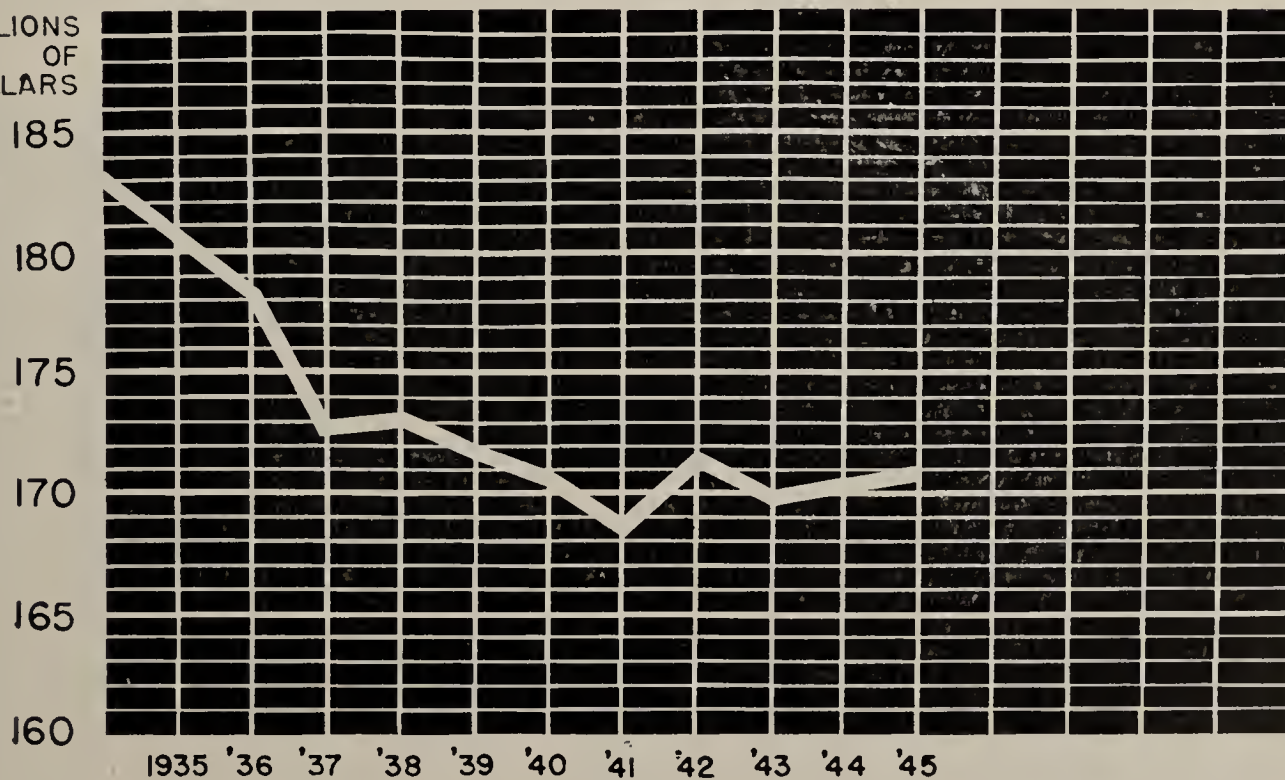
TAX RATE

DOLLARS
PER 1000



VALUE OF TAXABLE PROPERTY

MILLIONS
OF
DOLLARS



DEPARTMENT HEADS

In 1944 the City of Cambridge appropriated \$9,088,-286.44 in order to provide services and pay the debts of this municipality. Any corporation which spends an amount in excess of 9 million dollars a year must certainly be put in the category of "Big Business."

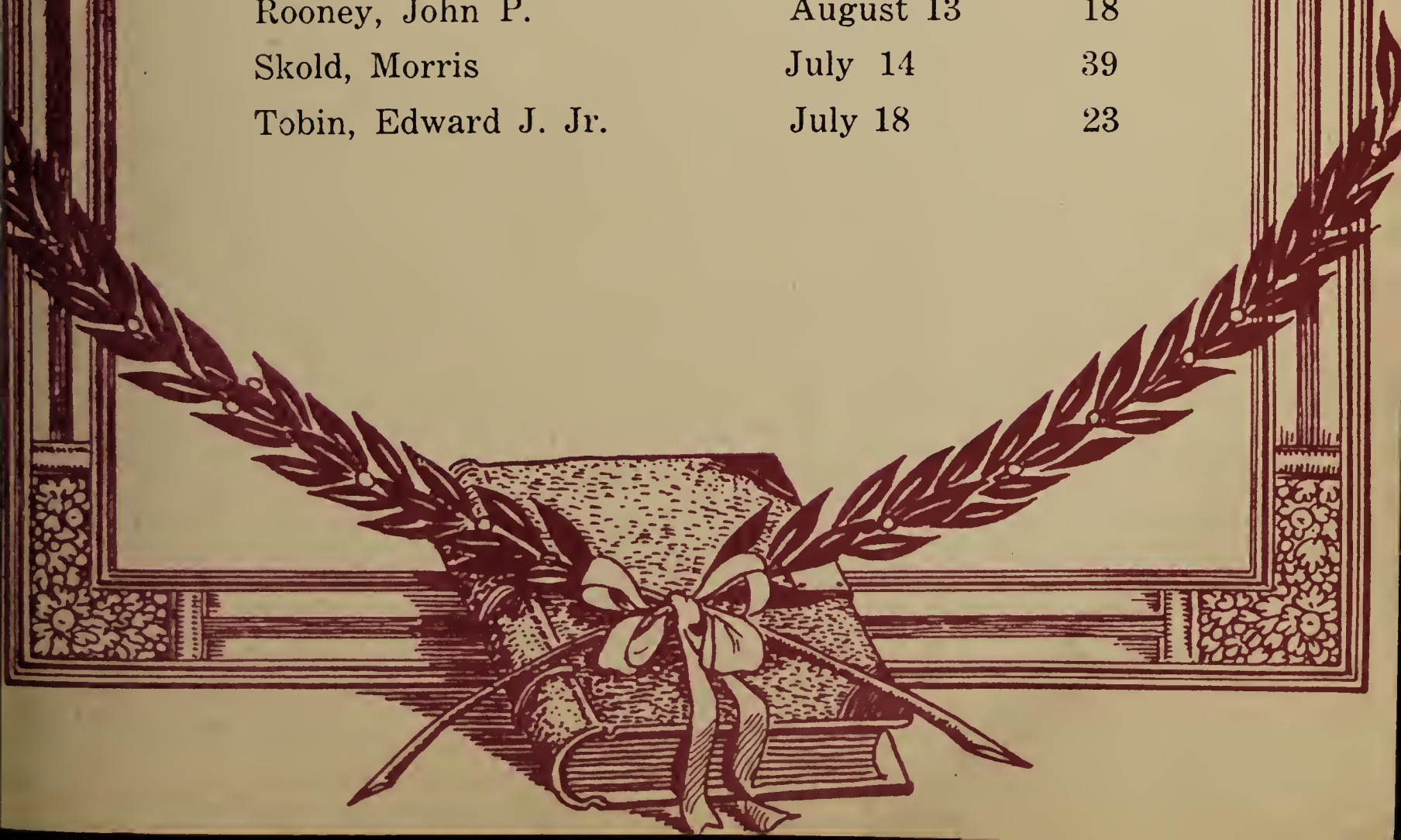
For the operation of this "Big Business" under the Charter, the City Council elects a City Manager, who in turn selects men to head the more than forty departments necessary to operate the city.

Many of these Department Heads pictured here have been in the service of the City for 30 years or more. Many of them have come to the City in the humble position of apprentices and have worked their way up to be the head of a department. They are thoroughly familiar with their jobs and are untiring in their efforts to provide the best possible services for the citizens of Cambridge. Some of them direct more than 300 employees in a department and spend over a million dollars a year. They are a modest group of hard working men. For the first time in its history the City presents here a group of Department Heads who help to "KEEP CAMBRIDGE CLEAN" and to "MAKE CAMBRIDGE A BETTER PLACE IN WHICH TO LIVE."



in memoriam

Former Employees	Date of Death 1944	Years Service
Bates, Alfred	December 20	18
Beck, Robert M.	December 28	33
Carney, Michael	November 3	36
Carroll, Thomas E.	March 24	25
Cartier, Joseph L.	April 11	5
Connell, Walter F.	July 5	8
Daly, James J.	June 15	5
Dion, Exis P.	June 12	18
Keefe, John J.	June 11	16
Leahy, John J.	April 14	35
Magno, Guiseppe	June 26	6
Mains, Harry E.	June 29	21
Marchant, Walter	May 28	5
McCarthy, William G.	July 10	21
Rooney, John P.	August 13	18
Skold, Morris	July 14	39
Tobin, Edward J. Jr.	July 18	23



AT YOUR SERVICE —

WHOM TO CALL

Hospital	TRO. 7100	Fire	TRO. 0125
Ambulance	TRO. 9800	Police	TRO. 9800

COMPLAINTS

IF YOU WANT INFORMATION ON

Assessments
Bicycle Licenses
Bills and Accounts
Birth Certificates
Building Permits
Burial Permits
Business Certificates
Cemetery
City Council
Complaint Department
Death Certificates
Dentists
Dog Licenses
Elections
Employment
Entertainment Licenses
Fishing and Hunting Licenses
Fuel Oil Storage
Garbage Collection
Health
Industry
Library
Licenses
Lights, Street
Marriage Certificates
Milk Inspection
Mortgages, Personal Property
Parks and Playgrounds
Physician
Plumbing Permits
Purchasing
Schools
Streets, Maintenance, etc.
Tax Assessments
Tax Collections
Tuberculosis Hospital
Veterans Benefits
Veterans Service
Voting, Registration, etc.
Water
Weights and Measures
Welfare
Wiring Permits
Zoning

CALL AT

AssessorsTro. 6800
PoliceTro. 9800
AuditorTro. 6800
City ClerkTro. 6800
Building DepartmentTro. 6800
Health DepartmentTro. 6800
City ClerkTro. 6800
Cemetery DepartmentTro. 6818
City ClerkTro. 6800
.....**Tro. 6800**
City ClerkTro. 6800
Dental ClinicTro. 8621
City ClerkTro. 6800
Election CommissionTro. 9828
Employment OfficeTro. 8621
Mayor's OfficeTro. 6800
City ClerkTro. 6800
Fire DepartmentTro. 0125
Street DepartmentTro. 0859
Health DepartmentTro. 6800
Cambridge Industrial Commission.....Tro. 4100
Cambridge Public LibraryTro. 5005
License CommissionTro. 6800
City ElectricianTro. 0125
City ClerkTro. 6800
Health DepartmentTro. 6800
City ClerkTro. 6800
Park CommissionTro. 6800
City PhysicianTro. 8621
Building DepartmentTro. 6800
Purchasing AgentTro. 6800
School DepartmentTro. 4500
Street DepartmentTro. 0859
AssessorsTro. 6800
Tax CollectorTro. 6800
Cambridge SanatoriumTro. 5160
Veteran's BenefitsTro. 9435
Veterans Service DepartmentTro. 8621
Election CommissionTro. 9828
Water DepartmentTro. 6800
Sealer of Weights and MeasuresKir. 8848
Board of Public WelfareTro. 8621
Building DepartmentTro. 6800
Inspector of BuildingsTro. 6800